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# Determinants of skilled hotel employees career development in the case of five star hotel at Addis Ababa, Ethiopia

By: Zemenu Yohannes

Advisor: Ephrem Assefa (Ph.D)

A Thesis Submitted to the Department of Centre for  
Environment and Development Presented in Partial Fulfillment  
of the Requirements for the Degree of Master of Arts in Tourism  
Development and Management

**Addis Ababa, Ethiopia; February; 2023**

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**Addis Ababa University**  
**School of Graduate**  
**Collage of Development Studies**  
**CERTIFICATION**

This is to certify that the thesis prepared by Zemenu Yohannes entitled “Determinants of skilled hotel employees career development in the case of five star hotel at Addis Ababa” submitted in partial fulfillment of the requirements for the Degree of Masters in Tourism Development and Management complies with the regulation of the University and meets the accepted standard with respect to originality and quality.

Signed by the Examining Committee

Examiner Signature.....Date.....

Examiner Signature.....Date.....

Advisor Signature.....Date.....

## **DECLARATION**

I hereby declare that this submission is my own work towards the Master of Tourism Development and Management that is, to the best of my knowledge contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

Declared by:

Zemenu Yohannes (GSE/3997/12) Signature..... Date.....

Advisor:

Ephrem Assefa (PhD) Signature..... Date.....

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## **ABBREVIATIONS**

AU	African Union
CSAE	Central Statistical Agency of Ethiopia
FAO	Food and Agriculture Organization
FDRE	Federal Democratic Republic of Ethiopia
GDP	Gross Domestic Product
ILO	International Labor Organization
LMX	Leader Member Exchange
MoCT	Ministry of Culture and Tourism
MoFA	Ministry of Foreign Affairs
OAU	Organization of African Unity
SCCT	Social Cognitive Career Theory
SLT	Social Learning Theory
UNECA	United Nation Economic Commission for Africa
VUCA	Volatility, Uncertainty, Complexity and Ambiguity
OF	Organizational Factor
SF	Social Factor
PF	Personality Factor
CD	Career Development

## Abstract

Lack of career development after extensive experience & training in the tourism industry especially in hotel sectors is an area of great interest and concern. Lack of career development affects job performance. However, how organizational, factor [Political skills, Work content, Affective commitments, Leader member exchange] social factor [Family support, Friends support, Peer support, Co-worker support, Supervisor support & Social networking] and personality factors [Core self-evaluation, Neuroticism, Openness to experience, Conscientiousness and some demographic factors] influence career development is not well researched in Ethiopian hospitality industry. The objective of this study is, therefore, to find out the determinants of skilled hotel employees career development in the case of five star hotels found in Addis Ababa. The study adopted a descriptive and explanatory research design since the study intended to gather quantitative and qualitative data that describes the effect of social, organizational and personality factors on career development. The target population was 8(eight), five star (\*\*\*\*\* ) hotel namely Sheraton Addis, Capital, Ellele, Marriott, Radisson Blue, Golden Tulip, Getfam, & Hayatt Regency hotel core employees working at Addis Ababa Ethiopia. The study collected both primary and secondary data. Primary data has been gathered using semi-structured questionnaires and interview and secondary data has been collected from theoretical and empirical studies. Descriptive statistics (correlation and regression analysis) were used to analyze the data. This included percentages and frequencies, Tables and other graphical presentations were appropriately used to present the data that were collected for ease of understanding and analysis. The study found out that among other things, how those determinant factors affect career development in the hotel sector? The study revealed that organizational, social and personality factors are important determinants factors on career development. This indicates much emphasis should be given to organizational, social and personality factors so as to be successful in their day to day work performance.

**Keywords:** *Career development, hotel, determinant, social factors, personality factors, organizational factors*

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

Hospitality industry is among the fastest growing service industries in comparison to the other sectors of the economy and contributes to a near third of the total global services (ILO, 2010). It is a labor intensive industry, thus the quality of service can be better maintained by developing and retaining the valuable workforce for that purpose it needs training to develop (Armstrong, 2000:543) and satisfaction to retain employees are important asset (Arnett, 2002)

Hotel personnel are regarded as hospitality professionals because they ensure that high level of hotel service is maintained in all hospitality related operations (Arther, 1995). Career mobility is not a company-directed constant progression; rather, it is the individual's obligation to advance to higher level positions, acquire transferable employable skills, and take ownership of one's own growth (Desimone and Harris,1998). Employee success leads to company success, therefore professional success is crucial not just for employees but also for the company (Judge, 1999). The share of travel and tourism sector employment in Africa as of 2019 by country shows that Seychelles 19.13%, cape Verde 12.67% Mauritius 8.23%, Saotome & Principe 6.46%, Egypt 6.43%, Morocco 5.44%, Gambia 5.42%, Namibia 5.35%, Lesotho 4.79%, south Africa 4.65%, Tunisia 4.44%,Cote d'ivoire 3.88% and finally Ethiopia 2.46% (Nejc Jus, 2021).

Ethiopia is located in the Horn of Africa and has a land mass of about 1,133,380 square Kilo meter. It is the second-most populous country in Sub-Saharan Africa with a population of 107 million, and population growth rate of 2.6%. One of the world's oldest civilizations, As of 2005, the country's per capita income is believed to reach USD 700 (Fikru, 2007),and has great and largely unexploited tourism potential in terms of cultural, natural, anthropological and man-made resources, and Addis Ababa has been serving as the seat of various regional, continental, international organizations and over 120 diplomatic missions, (Fikru, 2007).Ethiopia has been ranked and benefited less from its regional competitors because of various reasons.

One of the reasons is lack of trained and skilled manpower. So, this research had provide information for policy maker to increase the human element of the service by pointing out the

main determinant of skilled hotel employee's career development for high standard level service hotel at Addis Ababa, Ethiopia especially for five star hotel core employee's.

## **1.2 Statement of the Problem**

In 2019, the global GDP percentage of travel and tourism for 185 countries within 25 world regions is analyzed, indicating that 334 million employees, or one-tenth of global employment, earn USD 9170 billion in 2019, and 272 million employees, or one-tenth of global employment, earn USD 4671 billion in 2020. The contribution of travel and tourism to African GDP in 2019 was USD 169 billion, with an employment capacity of 24.7 million jobs; in 2020, it will be USD 86 billion and 17.5 million jobs. (Julia Faria, 2021).

Hospitality is an industry that has been long plagued by employees turnover rates ranging from 60% to 300%, resulting in lost training wages, frustrated accountants and financial statements crying for reductions in wasted human resource dollars (Jones, 2008).The whole global tourism and hospitality business is having problems attracting and maintaining excellent professionals, and is looking for a solution to the skilled hospitality workforce deficit (Deery and Shaw, 1999; Ferris,G.F,2002). Employees' dissatisfaction with their current career growth leads to a lack of ambition and a limited ability to advance professionally (Kong & Baum, 2006). If an employee with in hotel sector is happy with his or her job and career progression, he or she will treat customers with more respect (Karatepe, 2003).

Employee's attitude reflects their progress in their profession, and their suitable personality would be reflected in service quality (Robbin and Coulter, 1996) that scope with customer expectation, The entire global hospitality & tourism industry face difficulty and search for a solution to attract and retain quality employee (Ferris e, 2002).A research conducted in Pakistan by (Basher Ahmed, 2015) about career development in banking sector. Another study in Canada held on career development by (Candace Blyney & Karen Blotnicky 2014) on hotel managers is conducted on gender issue. The study held on hospitality industry in Greece under the title “career development implication for human resource practice” by (Elina Meliou and Leonidas Maroudas, 2011) is to understand the beliefs of frontline employees in the hospitality industry in regards to the meaning of career.

Based on social representation theory, some articles highlight the importance of adopting a social constructionist perspective in order to identify individuals' subjective experiences of career.

A study conducted by Umakanta Nayak, (2020) in Odisha, India is about an in-depth analysis of career development theories and to know the practical implications in modern organizations. The outcome of the study shows that no single theory can be applicable to all situations and necessitates but a combination of approach is revealed.

Additionally, a number of studies, including those by Jenkins (2001); Kong (2011); and Baum (2006); demonstrate that hotel workers are less content with their current jobs due to the poor possibility for professional career growth and the lack of driving reasons in the hospitality industry. The characteristics of employment in this sector range from unskilled to highly skilled professional positions in terms of skill requirements (Duncan, 2013).

The low barrier to entry for many positions in the industry, as well as the type of employment (contract, permanent, temporary and casual), has resulted in unpredictable career growth (Liu & Wall, 2005; Vaugois and Rollins, 2007). While some occupations have a clear career development structure, others do not, resulting in inadequate human resource management and career development activity in the sector (WTTC, 2014). As I have served in the hotel industry for more than a decade there are some challenging situation that I observed;-A significant staff turnover rate and a loss of qualified and experienced professionals in the hotel business as a result of job and career discontent, unfavorable working circumstances, and hard workload.

Employees in the hotel business experience high levels of stress, ( Bashir, U., & Ismail Ramay ,M .2010 ) long and unsocial working hour low wages, weak or non-existent, career development system, and informal recruitment techniques, all of which contribute to low job and career satisfaction (Wang & Horng, 2011,Jenkins,2001). The researcher of this study was motivated to conduct this research by the revealed facts of the aforementioned studies, the lack of other related research conducted in Ethiopia, the absence of career development structural practice in most hotels, the lack of clearly explained policy, procedure, and practice, as well as the absence of a regulatory body related to career development in the sector at a national level. Even though the elements that influence career development have been extensively researched, little is known about how much each of these factors affects the career growth of hotel employees in Ethiopia.

### **1.3 Research Questions**

1. What are the major factors determining employee career development?
2. What is the effect of social factor on hospitality employees' career development?
3. What is the effect of organizational factor on hospitality employees' career development?
4. What is the effect of personality factor on hospitality employees' career development?

### **1.4 Objectives of the study**

#### **1.4.1. General objectives**

The general objective of the study is to investigate the factors affecting employees 'career development in the case of all five star (\*\*\*\*\*) hotels in Addis Ababa, Ethiopia.

#### **1.4.2. Specific objectives**

1. To investigate the major determinant factors of career development for five star hotels core employees in Addis Ababa.
2. To analyze the effect of social factor on career development for five star hotel core employees'.
3. To analyze the effect of organizational factor on career development for five star hotel core employees'.
4. To analyze the effect of personality factor on career development for five star hotel core employees'.

### **1.5 Scope of the study**

- **Conceptual scope:** The conceptual scope of the study is, to investigate the determinant factors of career development for 5 star (\*\*\*\*\*) hotel core employees. The study is delimited to three major groups of determining factors for career development namely social, organizational and personality factors.
- **Geographical scope:** The Geographical scope of the study was delimited to five star (\*\*\*\*\*) hotels core employees in Addis Ababa Ethiopia which are highly recommended to provide standard services for tourists. Addis Ababa is chosen because it contains relatively high concentration of star rated hotels in the country.

- **Unit of analysis:** To meet the research objectives, pertinent data were gathered from core employees. Therefore, in this study individuals are the unit of analysis.

## **1.6 Limitation of the study**

The study has been limited only in 5 star (\*\*\*\*\*) hotel permanent/core/ employees found at Addis Ababa, Ethiopia. Due to this, it is difficult to generalize the findings to employees who are working at hotels below five-star category.

Moreover, the method of data collection was limited to structured questioners, interview, and literature review whereas the analyses was limited on co-relation and regression analysis.

## **1.7 Significance of the study**

The study becomes the interest and the concern of the researcher that has been implemented taking the following significance points in to consideration:

- The study has been highlighted the determinant factors of career development for five star hotel core employee's so as to put the necessary planned platform through efficient strategic labor market planning to human resource personals.
- It will also serves as a reference material for researchers who will undertake a further study on the same or related topic.
- It will assists various stake holder to have a clear understanding reciprocity to share the benefits and burdens of hotel employees,
- Moreover, it also helps hotel managers and owners to improve the knowledge and understanding of the hotel employees overall career professional outlook
- It will contribute to students and other hotel professionals to know about the overall hotel employees' labor behavior.
- It will support the labor unions for the facilitation of training and development practice for their employees.
- It will facilitate career development options to reduce employees' turnover through fair career development practice
- It will create win-win working condition & environment among owners, management & employees.

- It will help the human resource personnel to monitor /reduce/ their cost & investing on training and development to create quality working environment through practicing career development principles, process and procedures.
- It creates employees intrinsic motivation through clearly stated career development practice
- It will help to identify and implement potential knowledge management practice for academicians.

## **1.8 Organization of the study**

This thesis was organized in five chapters. The first chapter is about introduction to the study and includes background of the study, statement of the problem, research questions, research objectives, scope and limitations of the study, significance of the study, and definition of key terms. The second chapter deals with reviewing of both the theoretical and Empherical studies related with the title. Chapter three includes research methodology, Chapter four discusses about analyses and interpretation and the last Chapter five includes conclusion, recommendation and limitation of the study.

## **1.9 Definition of key operational terms**

- Hospitality industry:-It consists of lodging and food and beverage operations—plus institutional food and beverage services which do not cater to the traveling public. Lodging operations stand apart from other travel and tourism businesses since they offer overnight accommodations to their guests. It is a broad category of fields within the service industry that includes lodging, food and drink service, event planning, and theme parks. It includes hotels, restaurants and bars.(United States Department of Labor Standard Industrial Classification 2020)
- Hotel classification:-Categorization of hotels on different bases such as; Location, Length of stay, Size of property, Target Market, Level of Service, Theme, Ownership, Facilities and Services.(Walker, J R, 2006; Chon, K. & Sparrowe, R T,2000),(Sulastiyono,A.2007).
- Career:-The sequence of interaction of individuals with society, education and organizations throughout their lifespan. (Weinert, 2001).A sequence of position, a series of job and a pattern of work related experience held by a person over time in course of his/her life (Greenhaus, 2000).

- Core hotel employees:-Is defined as a full-time, permanent staff with career prospects and job security (Guerrier, y. and Lockwood. A, 1989)
- Career development:-A lifelong process of managing learning and work. It is defined as an organized planned effort comprised of structured activities or processes that result in mutual career plotting effort between employees and the organization (Gilley and Egglund, 1989: 48)
- Career planning: - An ongoing process through which an individual sets career goals and identifies the means to achieve them (Shepard and Mani, 2014: 14), (Alison Doyle, 2020).

## CHAPTER TWO

### 2. LITERATURE REVIEW

#### 2.1. Theoretical Review

This chapter discussed the theoretical and empirical literature in relation to career development as well as factor affecting it. It first discussed the basic concepts and terminologies and goes on to elaborate the basic theories with regard to the study variables. Then, it discussed review of empirical studies in relation to the factors affecting career development in the hospitality industry.

##### 2.1.1. The Hospitality Industry and its Nature

Companies or organizations that supply basic human needs such as shelter, food, and beverages to those in needs are referred to as the hospitality business. In a broader sense, hospitality is a customer-to-host relationship-based industry in which the host strives to meet the customer's basic needs in the most efficient manner possible (Slaery, P., 2002). The hospitality sector has grown to be a multibillion-dollar industry that is strongly reliant on available cash and leisure time, with a wide range of categories and work opportunities available all over the world. It differs from many other sectors in that it has remained a business that has largely provided the same fundamental services throughout history (Abraham Pizami, Amir Shani, 2009).

The hospitality industry has remained relatively dynamic because it is based on the belief that in hospitality, human capital has always been more important than in other industries. They also emphasized the variety of interesting people and situations they encounter on a daily basis, as well as the repetitive nature of many hospitality jobs. When we say "hospitality industry," we're talking about businesses or organizations that provide food, drink, and/or lodging to people who are "away from home. "The welcome and amusement of guests or strangers in a kind and generous manner is referred to as hospitality" (Pearsall, 1999:687).

Hospitality consists of two unique services; providing overnight lodging for those who are staying away from home and providing food for people who are eating away from home. Both of these services cater to the most fundamental human requirements, the desire to sleep as well as the desire to eat, (Jones, 2000:1).The variety of options available in the hospitality business is

fascinating; they range from very basic to lavishly luxurious, from roadside to mountain top, from city high-rise to jungle thatch roof from full-service resorts to kitchenettes (Landry, 1994:134-135).

### **2.1.2. The Concept of Career and Career Development**

According to Greenhaus, (2009:18) career development is the analysis of professional pathways, success, and conduct. Its goal is to explain why a person might be a good fit for a particular vocation and to offer suggestions on how to get on a good track. Career management is defined as ongoing problem-solving process in which information is received, awareness of oneself and the environment is increased, career goals are established, strategies to achieve those goals are developed. A person's lifestyle is significantly influenced by their career. Earnings, job stability, social connections, free time, and place of living are all influenced by it. According to Greenhaus (2009), many career related behaviors such as choosing to pursue a certain profession, become more or less involved at work, or switch occupational fields involve a career decision, either explicitly or implicitly (Sullivan, S. E. and Baruch, Y. 2009).

According to traditional theories, derived from management theory and practise, the idea of a career is connected to work activities and suggests a hierarchy inside the organisation. Thus, the concept of a "career" encompasses the idea of a series of jobs held through time that include a close working connection between an employer and an employee. Individuals and organizations are viewed as independent in this management career perspective.

### **2.1.3. Principles of Career Development**

Access your allies, know yourself, believe in yourself and follow the heart, focus on the journey, learning is ongoing, change constant (Beukes, 2009). Careers are built through brick by brick throughout life through the series of choices about learning and work. Active management of career throughout life through lifelong learning and managing transitions is important. The term "career" can be described as an individual's lifetime sequence of interactions with society, education, and organizations. However, it is important to emphasize that the individual now bears the full responsibility for their own job advancement, which necessitates long-term employability (Beukes, 2009).

#### **2.1.4. Career Development**

The concept career development was first advanced by (Frank Parson 1909s) this concept have transformed from the view of career development as a development process by which individuals make occupational choices up to their early adulthood, to being viewed as a lifelong process of occupational decision making process that occurs at different sub-stages of one's life (Patton & McMahon, 2006).The term career development had increasingly came at the end of twentieth century, to describe the psychological, sociological, educational, physical, economic and change factors that combine to shape individual career behavior over the life span (Patton & McMahon ,2006).According to Blau (1998) it is the evolution or development of a career informed by experience within a specific field of interest, success at each development and educational attainment. Career development includes learning, developing and mentoring employees to ensure that they navigate their career path within an organization, which enhance productivity for an organization. Career development refers to one's experience before, during, and (especially) after career choice, the period before initial career choice may overlap with one's educational life (Juneja, P.2019).

According to Baer, Flexer, Luft and Simmons, (2008) Career development is a lifelong process that includes childhood growth and change, formal career instruction in school, and maturational processes that continue into working age and retirement. According to, (Stevens, 1990) Career development is a continuous process of learning and work management that takes place throughout one's life. A sequence of activities aimed at creating, growing, succeeding in, and enriching a career are referred to as career development.

#### **2.1.5. Career Development Process**

Career development process:-An ongoing process consisting of four main recurring steps (Juneja, P, 2019). The process of career development plays out over multiple life periods, such as preparation for work (education and training), work entry, adjustment to work, and disengagement from work is a visual guide for understanding the steps in career development and decision making process. It is meant to be a dynamic process with movement back and forth between job search action plan, selection assessment, exploration, focusing. (Juneja, P, 2019).

### **2.1.6. Career Planning**

Career planning is a process in which the individual employees determines and implements actions to achieve certain career goals (Juneja, P,2019).One of the ways to reach mutual satisfaction between employers and employees is by planning the human resources career (Kim,W.G.2005). Many people ask themselves what they need to do make a career. What is the area in which they would best perform? What actions should they take to advance in their professional growth? What is the basis for evolving in the organization's career hierarchy? What is the probability of staying on the current job, and is it possible to start a new career at a later stage? The answers to these and other questions provide the basic steps that ensure career advancement. What is career planning? It is a process in which personal skills, qualities, knowledge, motivation, and other characteristics are actualized. Information about job opportunities and choices is called. Specific goals are set through a plan for achieving success in the career (Mc Cabe.v. and Savery. L., 2007).

The definition of professional goals is the foundation for effective career planning. On the career path, the positions to which a person aspires in the future. Moving these positions requires some people to build preliminary plans and tactics, while others rely on luck. While luck can help in certain situations, the right education, experience, and abilities, as well as their proper growth, are crucial conditions for creating and career advancement. In the sphere of professional development, career planning is critical for the achievement of established goals. A person who sets a plan to achieve career goals has a better chance of succeeding. The method enables people to reach their full potential in accordance with their abilities and to feel more fulfilled if they achieve their objectives thanks to careful planning (Luthans F., 1995).

### **2.1.7. Career Development Theories**

According to Lepak & Snell, (1999) Career Development Theories are concerned with the study of career paths success and behavior. Its aim is to explain why a person might be a good fit for a certain career and provide advice on how to attain a promising gravity/trajectory/.It also focuses on identifying common career stages when education guidance and other interventions are necessary (indeed.com/career advice 2021).According to Frank parsons, (1900) Career

development theories come from four main area differential psychology, Personality, Sociology, Developmental Psychology.

Career development theory can help you gain a better understanding of yourself and your career. Many people find a combination of several theories enable them to gain better insight, while learning about these theories can help people being to understand their interest in a career path (Lepak & snell, 1999).

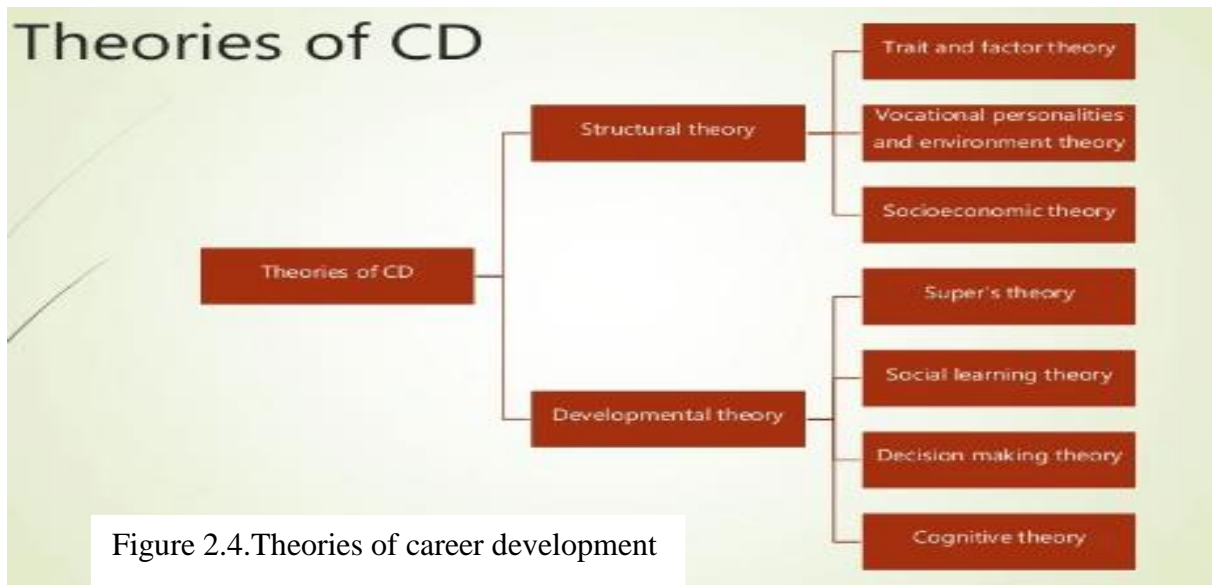


Figure 2.4.Theories of career development

Source: Theoretical Literature Reviews

### 2.1.7.1. Structural theories

One which tends to organize a set of propositions and, in the realm of the natural sciences, a set of observations to (Rose 1977) It focus on individual characteristics and occupational tasks.

#### 2.1.7.1.1. Trait and factor theory (Frank Patrso, 1920's)

McCrae and Costa defined traits intensively as “dimensions of individual differences in tendencies to show consistent patterns of thoughts, feelings, and actions”(Mc Crae & Costa, 2003:25).The trait approach is also the most widespread of personality theories, as attested by the lexicon of trait terms found in every human language (Dixon, 1977).It is apparently natural to the

human mind to attribute enduring characteristics such as fearfulness, joviality, curiosity, kindness, and diligence to one self and other people.

Social psychologists who study trait attribution processes have sometimes concluded that people are all too ready to attribute behavior to such traits, even when situational factors may be more important (Ross,1977).Trait and factor theory entails three actions; First examine the personality traits of the person whose career is being planned. Second inventory the character traits of the job. Third measure the personality traits of the individual against the trait of the job.

#### **2.1.7.1.2. Vocational personalities and Environment theory (Holland theory1980's)**

The Holland theory of vocational types focuses on personality types as the main factor in career choice and development (John L. Holland 1980) developed his theory on the idea that career choice is based on personality. He believed that a person's work satisfaction is linked to similarities between their personality and job environment. Holland's theory has six personality types, sometimes call the Holland codes or Holland occupational Themes

Realistic(R):-Also called "Doers" people in this type solve problems by taking action rather than discussing it. Realistic types are interested in work that requires skill and strength carpenters, chefs and personal trainers all fit in to the realistic personality type.

Investigative (I):-Also called "Thinkers" people in this type like to work with information, investigative type enjoy working by themselves rather than with a group. Actuaries 'lawyers and doctors all fit into the investigative personality type.

Artistic (A):-Also called "Creator" people in this type are creative inventive and typically more emotionally aware than other Holland types. Artistic types are independent but enjoy working with other people. Graphic designers, writers and musicians all fit in the investigative personality types

Social(S):-Also called "Helpers" people in this types enjoy teaching or helping others, Social types value working with others and creating relationships, Teachers, counselors and human resource professionals all fit in the social personality type.

Enterprising (E):-Also called "persuaders" people in this type enjoy working with people and information, enterprising types of value status and security. Entrepreneurs, stock brokers and sales people all fit in the enterprising personality type.

Conventional(C):-Also call “organizers” people in this type enjoy rules and regulations, like enterprising types, they put a value on status and money .However, they have a dislike for unclear or unstructured work. Personal financial planners and economists fit in the conventional personality type (Gottfredson and Holland, 1996; Holland, 1997a, 1997b; prediger, 1982).

### **2.1.7.1.3. Socio economic theory**

This is also known as the “Chance” or Accident theory suggesting that many people follow the path of least resistance in their career development by simply falling in to whatever work opportunities came their way. Several studies (Cytrynbaum and Crites, 1989; Lawrence, 1987; Veiga, 1983) confirm that not only individuals, but also, systems or social parameters should be taken into consideration in order to explain the significant aspects of the course of life and development of careers.

### **2.1.7.2. Developmental Theories**

A collection of theories about how desirable change in society is best achieved. Such theories draw on a variety of social science disciplines and approaches (Super, D.E., 1992).It focuses on human developmental across life span.

#### **2.1.7.2.1. Super’s theory (Life-span, Life-Space Theory) build by Donald super**

The core of Super’s theory has always existed the idea of five predictable stages of vocational development that occur as part of a continuous process throughout the life span, (Super, D.E, 1992).Super developed and refined the theory over the decades since it was first proposed. His final formulation of the theory, referred to as the life-span, life-space approach, is captured by two models: the life-career rainbow and the archway of career determinants (Super, D.E., Osborne, W.L., Walsh, D. J., Brown, S.D., & Niles, S.G. 1992).

According to Super, a career consists of the varying roles people take on during their lives. The life-career rainbow (or career rainbow model) brings together both the roles played in life (the life space) with the five developmental stages or structures of life (the life span).

Life-span, life-space theory (super's Theory) underscores the point that individual's development just one but rather constellations of self-concepts, or ideas about themselves, based on experiences in a wide array of life spheres. The primary concern within life-span, life-space theory, of course, is the vocational sphere, where in the individual rests at the center of career choice, development, and decision making. The theory views career choice and development in three ways:(1) as movement over time through discrete developmental stages with accompanying developmental tasks that constitute the life span, (2) as arrangement of worker and other roles that constitute the psychosocial life space where in people design their lives, and (3) as implementation of self-concept in work roles (Leong, F. T. L., & Brown, M. T., 1995).

Donald super built his developmental theory on the idea that your view of yourself changes. Time and experience help shape the way a person values their career and the goals they set. This theory defines a career as the entire lifetime of a person.

#### **2.1.7.2.2. Social Cognitive Career Theory /SCCT/ by (Albert Bandura, 1970's)**

Social cognitive career theory (SCCT) was developed to understand and explain the vocational development of individuals from a broad range of backgrounds,(Lent, Brown,1994;Hackett, 2000).Briefly stated, the social cognitive career framework asserts that both person inputs (e.g., gender, race/ethnicity, ability status) and background contextual affordances create the learning experiences to which an individual is exposed; these learning experiences influence self-efficacy expectations and outcome expectations. The primary foundation for SCCT lies in (Bandura's, 1986) influence interests, goals, and actions. SCCT integrates both individual variables (e.g., interests, values, abilities) and cultural and contextual variables (e.g., environmental factors) to fully understand the career development process. SCCT operates from an understanding that the environment "plays an undeniable potent role in helping to determine who gets to do what and where, for how long, and with what sorts of rewards"(Lent & Sheu, 2010:692).General social cognitive theory, which emphasizes the complex ways in which people, their behavior, and environments mutually influence one another.

As in Bandura's general theory, SCCT assumes that people have the capacity to exercise some degree of agency or self-direction and they also contend with many factors (e.g., environmental supports and barriers) that can strengthen, weaken, or even override personal agency. SCCT

highlights the interplay among three cognitive-person variables that partly enable the exercise of agency in career development; self-efficacy beliefs, outcome expectations, and personal goals (Bandura, 1986).

Self-efficacy beliefs refer to “people’s judgments of their capabilities to organize and execute courses of action required to attain designated types of performances. Outcome expectations refer to beliefs about the consequences or outcomes of performing particular behaviors. Whereas self-efficacy beliefs are concerned with one’s capabilities (e.g., “can I do this?”), outcome expectations involve imagined consequences of particular courses of action (e.g., “if I do this, what will happen?”). (Bandura, 1986) described three types of outcome expectations, including the anticipation of physical, social, and self-evaluative outcomes.

Personal goals may be defined as one’s intention to engage in a particular activity or to produce a particular outcome (Bandura, 1986). Goals offer an important means by which people exercise agency in their educational and occupational pursuits. By setting personal goals, people help to organize, direct, and sustain their own behavior, even over long intervals without external payoffs. The amount of progress people perceive they are making toward their goals can have important affective consequences (e.g., feelings of satisfaction or dissatisfaction), which may help to reshape future choice (Lent, R. W., Brown, S. D. and Hackett, G, 2000).

SCCT currently consists of four conceptually distinct yet overlapping models focusing on (1) the development of interests, (2) the making of choices, (3) the influences on and results of performance, and (4) the experience of satisfaction, or well-being, in educational and occupational spheres. In each model, the basic cognitive-person elements, self-efficacy, outcome expectations, and goals are seen as operating in concert with other important aspects of persons (e.g., gender, race/ethnicity), their environments, and learning experiences to help shape the contours of academic and career development.

SCCT divides initial choice making into three component parts: (1) the expression of a primary choice (or goal) to enter a particular field, (2) taking actions designed to implement one’s goal (e.g., enrolling in a particular training program or academic major), and (3) subsequent performance experiences (e.g., a pattern of successes or failures). This conceptual division identifies logical intervention targets for preparing people to make career choices, as well as for helping them to deal with problems in choice making. Throughout the choice process, people do

not choose careers unilaterally; environments also choose people. Thus environmental agents play a “potent role in helping to determine who gets to do what and where, for how long, and with what sorts of rewards” (Lent & Sheu, 2010: 692).

In sum, SCCT posits that educational and occupational choices are often, but not always, linked to people’s interests. Economic, cultural, and other conditions sometimes require a compromise in personal interests. SCCT’s most recent model focuses on factors that influence people’s experience of satisfaction, or well-being, in academic and work settings (Lent & Brown, 2006).

### **2.1.7.2.3. Social Learning Theory (SLT)**

Social learning theory is increasingly cited as an essential component of sustainable natural resource management and the promotion of desirable behavioral change (Muro & Jeffrey, 2008). This theory is based on the idea that we learn from our interactions with others in a social context. Separately, by observing the behaviors of others, people develop similar behaviors. After observing the behavior of others, people assimilate and imitate that behavior, especially if their observational experiences are positive ones or include rewards related to the observed behavior. According to Bandura, imitation involves the actual reproduction of observed motor activities (Bandura, 1977).

SLT has become perhaps the most influential theory of learning and development. It is rooted in many of the basic concepts of traditional learning theory. This theory has often been called a bridge between behaviorist learning theories and cognitive learning theories because it encompasses attention, memory, and motivation (Muro & Jeffrey, 2008). However, on this regards, Bandura believes that direct reinforcement could not account for all types of learning. For that reason, in his theory he added a social element, arguing that people can learn new information and behaviors by watching other people.

#### **General Principles of SLT**

The principles of social learning are assumed to operate in the same way throughout life. Observational learning may take place at any age. In so far as exposure to new influential, powerful models who control resources may occur at life stage, new learning through the modeling process is always possible (Newman B.M. & P.R, 2007).SLT posits that people learn from one another, via: Observation, Imitation and Modeling. Based on these general principles,

learning can occur without a change in behavior. In other words, behaviorists say that learning has to be represented by a permanent change in behavior; while in contrast social learning theorists say that because people can learn through observation alone, their learning may not necessarily be shown in their performance (Bandura, 2006a). Learning may or may not result in a behavior change (Bandura, 2006b). Bandura demonstrated that cognition plays a role in learning and over the last 30 years social learning theory has become increasingly cognitive in its interpretation of human learning; these points supported by (Newman, 2007).

### **Social Learning Theory Concepts**

Based on the literature, there are three concepts in SLT. Firstly, people can learn through observation which is known as observational learning. Secondly, mental states are important factor for learning it is also named as intrinsic reinforcement. Finally, it refers to this point that learning does not necessarily lead to a change in behavior and it follows by modeling process (Bandura, 1986).

### **Behaviors Learned Through Modeling**

The people who are being observed are called models and the process of learning is called modeling. This point supported by (Newman, 2007). Bandura's stated second and third stages of social learning, imitation and behavior modeling, will occur if a person observes positive, desired outcomes in the first stage. People can learn and/or imitate from their nearest friend/family or others then use the behavior they experienced and model other's life styles in-world (Bandura, 1986).

Previous studies confirmed that at least partly of many behaviors can be learned through modeling. For example students can watch parents read, students can watch the demonstrations of mathematics problems, or seen someone acting bravely and a fearful situation (Bandura, 2006a). Based on this point, aggression can also be learned through models. Much research indicates that children become more aggressive when they observed aggressive or violent models. From this view, moral thinking and moral behavior are influenced by observation and modeling. In consequence, learning includes moral judgments regarding right and wrong which can in part, develop through modeling.

## **Observational Learning**

In Bandura's results of Bobo Doll Experiment the outcomes show the phenomena of observational learning and characterized the elements of effective observational learning as attention, retention, reciprocation and motivation. He demonstrated that children learn and imitate behaviors which they have observed in other people. On this process, he identified three basic models of observational learning:

A live model, which involves an actual individual demonstrating or acting out a behavior. A verbal instructional model, which involves descriptions and explanations of a behavior.

A symbolic model, which involves real or fictional characters displaying behaviors in books, films, television programs, or online media.

## **Intrinsic Re-enforcement**

One of the other formats of learning is described as a form of internal reward, such as pride, satisfaction, and a sense of accomplishment. Based on some researchers such as (Muro and Jeffrey, 2008) which supported Bandura's SLT concepts this kind of learning also emphasizes on internal thoughts and cognitions and it can help connect learning theories to cognitive developmental theories.

### **2.1.7.2.4. Decision Making Theory**

It suggests that there are critical points in people's lives when choices (decisions) are made that greatly influence their career development i.e. educational choices, entry level positions, changing jobs, etc.

### **2.1.7.2.5. Roe's Personality Theory**

Anne Roe's personality theories states that a person chooses their career based on their interaction with their parents. Roe believed that the way a child interacts with their parents would lead them to pursue either person oriented or non-person oriented job person oriented jobs have a high amount of interaction with other people. Non-person oriented jobs are more independent. Roe created several categories of careers that could be person oriented or non-person oriented

based on the skill level of the job. Roe broke careers in to eight categories; - service, business contact, organization, technology, outdoor, science, general, art and entertainment (Anne Roe's).

### **2.1.8. Theory Summarization and Syntesization**

As I have pass through those career development theories, Bandruras' theory explain that social, self-evaluation and personal inputs are some of the major determinants in career developments; but Donald super theory state that individual development and experience are the main influential factor for career development. Another theory called Trait factor theory indicate that career development is affected by personality trait, job character and the inter-relationship among them. But Vocational personality theory explain that personality categorization (type), social and enterprise (organizational) trait are the main determining factor in career development, the concept of Socio economic theory focus on work opportunities and the social learning theory emphasis on learning through interaction. Roes personality theory focus on parents support which is one of this thesis determinant factor, decision making theory state that decision of individual are determinant factor of career development. To sum up there is no single theory that determine career development. Almost all theories which are discussed in the above paragraphs explain directly or indirectly about the determinant factors of career development that is almost a part of this thesis determining factors

### **2.1.9. Career Development in the Hospitality Industry**

Organizations, in terms of present and future human resource demands, and people, in terms of professional needs and goals, both encourage career development. Plans and chances for professional growth can be found in a variety of industries, each with its own labor market characteristics and norms for career advancement. Tourist & hospitality activities create direct, indirect and induced employment opportunities.

As discussed by Ladkin and Szivas, (2015), direct employment refers to employment in tourist sectors such as hotels, tour operators, transport, travel agencies etc. Indirect employment refers to jobs created by people working in activities that are partially dependent on tourism & hospitality, for example, financial services, construction, car hire, etc. Induced employment is the additional employment resulting from the effects of the tourism & hospitality multiplier as

residents spend money on activities earned from tourism & hospitality (Fletcher, J., Fyall, A., Gilbert, D. and Wanhill, S.2013).

Despite the diversity in the tourism and hospitality sectors, it is possible to identify certain characteristics of employment in the sectors. These broad characteristics have been identified and discussed elsewhere (Duncan, M.C.G, 2013).The characteristics that have an influence on career development include tourism and hospitality occupations vary widely in terms of skill requirements, ranging from unskilled to highly skilled and professional occupations. This presents a range of opportunities for different skill levels, and provides a means for up-skilling throughout a career journey.

Many of the occupations have low barriers to entry (Liu and Wall, 2005; Vaugeois and Rollins, 2007).For example, if they are unskilled or semi-skilled, they are open to a wide range of people and may be seen as a ‘first job’ to gain experience. This can be drawback, creating the perception of low skilled, low paid menial transient jobs (WTTC, 2014).However, it could also be viewed as a positive aspect as it means that many jobs are open to everyone. Unskilled or low skilled jobs provide the entry points for work into the sectors.

The employment arrangements are varied, for example they may be part-time or full-time, permanent, temporary or seasonal. This again can be viewed either as positive or negative. Positive in that the flexibility of contracts suits different individual needs, but negative as the security of full-time permanent work is not always available. Some of the occupations have clear career progression, others do not.

The lack of clear career pathways is one of the main reasons leading to a poor image of the sectors and the negative impact of this on recruitment, (WTTC, 2014).Turnover rates can be high (Yang J, T., 2010).One feature of the sector that is felt in most countries and appears to be universal is higher turnover rates compared to occupations in other sectors. The sector is one that employs economic migrants due to the ease of obtaining employment in the sectors, (Matthews and Ruhs, 2007).Poor labor conditions conform to stereotypes and are well documented, consisting of issues such as low pay, shift work, long hours, and poor career advancement opportunities, (Baum, 2007).Cultural and social issues in some countries make travel and tourism more attractive than other sectors.

Tourism and hospitality employment involves a multitude of different activities, types of establishments, working arrangements and employment contracts. The diversity of the industries provides a wide range of job opportunities, which are difficult to categorize. One consequence of this is that the choice of career path opportunities is bewildering. The type of organization for employment opportunities is vast, including for example airlines, cruise ship operators, rail companies, coach companies, tour operators, travel agents, theme parks, cafes, museums, resorts, hotels, restaurants etc. Added to this myriad of employment sectors are the various job functions, including for example sales and marketing, food and beverage, accounting, finance and purchasing, human resources management, information technology and systems, training, customer services, leadership and management.

#### **2.1.10. Career Development Strategies**

A personalized plan to assist employees in achieving their career goals (Beukes, 2009). It is any attitude, activity, or experience that is intended to assist a person in achieving their career objectives. A career strategy is an individual's deliberate decision about the level of investment he or she is willing to make in order to achieve career goals. In an ideal world, people would choose a career path based on the expectation that it will lead to the greatest personal and professional success (Greenhaus, J. H, 2000).

#### **2.1.11. Factors affecting career development**

Factors which influence directly or indirectly for career and career development explained in a form of Personality of employee, education, completed training and courses, behavior and self-presentation, Job performance and evaluation of superior, performed job position, company situation, willingness to change performed job or employer. These may be elaborate as:-

Personality of employee and superior ideas about personality profile for concrete job is one of key factor with the direct affect to career development besides that; Adequate education, completed courses and training programs are one of basic factor which influence career and promotion in organizational structure (Davidson,M.C.G2009). In some hotels it is very difficult for employee without university degree to achieve advancement to major work and employee

with university degree has obvious advantage career development. But behavior and the superior view of employee is sometimes more important than job performance.

Employ must consider the career goals and for these goals and for proposed job position must modify self-presentation and behavior in company in addition Job performance and result attained at work should be one of the key factors with influence for career advancement in within organizational structure. But in company games they are not only job performance a work results as factor affecting career development. Equally important and many times more important is the superior view and evaluations of job performance. And superiors decide about career progress of their subordinates. (Ajaero MT, 2010)

### **2.1.12. Determinants of career development**

The determinant factors of career development in this thesis have been broadly classified into three categories; Organizational, Social and Personality factors.

#### **A. Organizational factors**

Refer to the various elements within a workplace environment that can influence an individual's career growth and advancement opportunities. These factors can significantly impact individual's ability to achieve their career goals and aspirations. The organizational factors [Work Content i.e. work related factors, Affective Commitment i.e. emotionally attachment, recognition, high level of involvement. Leader-Member Exchange which is explain in a form of In-group i.e. high level of trust, interaction, support, and rewards, (Hwa,A.M.,Ansari,M.A.,&Jantan,M.,2005) Out group i.e. low level/quality of relationship, low level of interaction, truest and rewards, lack of information and knowledge] (Mignot, 2004).

#### **Managerial support and career development**

Senior management's career support refers to the contribution of senior managers to employees' career development through leadership, encouragement, active participation, and effective communication. Simonsen's (1997) measures and scales for senior management's support for development were adapted to identify the measures and scale items of career support from senior management. A survey conducted in a Canadian context revealed that effective career development programs require significant coordination within a company, particularly with

support and guidance from senior management (Portis, 1978). For instance, senior management can lead the career development process, engage in career discussions, and establish their own development goals (Simonsen, 1997). Additionally, senior management must focus on career planning activities such as regular progress reviews of managers and the identification of strengths, weaknesses, and training needs (Portis, 1978). Previous literature provides evidence that senior management support for career development is linked to various career variables such as career development and employee career opportunities (Kraimer, Seibert, et al., 2011).

### **Working environment and career development**

As per Ashraf M.A. (2019), the work environment encompasses the entirety of work facilities and infrastructure surrounding employees. This includes the workplace, facilities, cleanliness, lighting, tranquility, and work relationships among individuals. When individuals are supported by suitable work environment conditions, they can effectively carry out their activities, leading to optimal results. According to Razak, Ma'amor, & Hassan (2016) work environment refers to:

1. Helping employees become the best,
2. Encouraging to express their creativity,
3. Work culture expresses creativity,
4. Helping employees realize their potential,
5. Helping employees add skills,
6. Experts recognized in their fields.
7. No salary complaints,
8. Caring for employees and their families,
9. Appreciated based on performance,
10. Talking about fitness, health, and proper eating patterns,
11. A pleasant workplace, and
12. Safe and clean workplace.

The study by Son & Kim (2019) demonstrates that the organization's internal focus on career growth is positively associated with work engagement. This implies that a favorable work environment leads to increased employee work engagement, which in turn enhances opportunities for career development.

The challenges faced by middle managers in the hotel industry, particularly in multicultural and transient work environments, were related to workplace relationships and career development. These managers perceived their knowledge and skills as a competitive advantage, but also reported conflicts with supervisors and challenges stemming from high staff turnover and career progression of their colleagues. Their responses to these setbacks reflected their decision-making maturity. The individual construction of their career aspirations was influenced by available opportunities, continuous learning, skill development, life stage changes, received support, and their ability to adapt to career challenges.

### **Organizational support for career development**

In the process of career development, employees go through a series of stages, each characterized by distinct activities, developmental responsibilities, and relationships (Greenhaus & Callanan, 1994). Various models of career development exist. The life-cycle model suggests that employees encounter specific developmental tasks as they progress through their careers and transition between career stages. Similarly, the organization-based model proposes that careers evolve through a series of stages, with each stage involving different activities and relationships with co-workers and managers. The directional pattern model defines the overall shape and trajectory of careers (Super, 1957). These models provide employees with guidance on how to make decisions regarding the pace of their career progression and when to consider returning to previous stages. They emphasize the importance of learning and acquiring new skills as employees navigate through their careers.

Human resource (HR) or professional personnel can help with career development in a variety of ways. Career planning entails taking action, both in terms of gaining access to work experiences, including job transitions, and gaining access to formal and more specialized kinds of learning. This activity entails directing a variety of formal and informal procedures as well as obtaining cooperation from a variety of people. Individuals require professional skills to achieve such action, just as they do to edge their personal career strategies and judgments. An organization's career presents both possibilities and threats. Its emphasis on the future, the possibility of raising employee expectations that the organization may not be able to meet, and the specific fear that discussing career issues may make employees want to leave their current job or even leave to work for another employer are all potentially dangerous components. On the plus side, career

development provides the opportunity to develop critical skills within the organization that are not available on the external labor market; improved positioning of individuals in jobs where their skills are well used; increased ability to charm decent people and presumably retrieve them; and increased flexibility among employees and thus the ability to respond to business change.

As per the findings of Thite (2001) and Kaye (2005), an effective career development system is crucial for organizations to nurture their internal talent for staffing and promotional purposes. This ensures that knowledge, experience, skills, and specific goals align with the organization's requirements. When organizations invest in their employees, they anticipate positive engagement and commitment in return (Russell Cropanzano, Marie S. Mitchell, 2005). Both the public and private sectors are dedicating resources to the career development of their employees, recognizing the mutual benefits for both individuals and organizations. However, the extent of investment depends on the unique career goals of individuals and the specific needs of different sectors, which can be influenced by the changing global economic landscape.

However, this varies depending on the individual's or sector's specific career goals, as different individuals have different objectives and certain sectors are more susceptible to the fluctuations of the global economy. The dynamics of the relationship between employees and employers are evolving, and organizations can no longer guarantee vertical career progression for their employees. As a result, employees must adopt a protean career attitude, taking responsibility for their own needs and enhancing their competencies through Knowledge, Skills, Abilities, and Other characteristics (KSAOs) (Junaid Zafar, Norazuwa Bint Mat, 2012). A supportive structure for career development is crucial for improving employee performance, boosting morale, and increasing productivity. This leads to employees feeling that their employers have fulfilled their part of the psychological contract.

### **The Role of Leadership on career development**

Career development should be viewed as more than just completing a series of courses throughout one's career. It is a process that involves the growth of reflective capacity, where the focus is not on whether professional development comes from formal or informal learning, but rather on the development of awareness and mastery of skills in the workplace. Research supports the importance of reflective practice in career development processes (Burns, 1978; House & Mitchell, 1975). Therefore, in addition to providing training and development

opportunities for specific activities, leaders should foster a culture of critical reflection within their work teams. They should recognize that the workplace is a complex social system where peers co-regulate each other's learning (Yuki, 1989). By investing in social interactions, leaders can promote informal learning at work and create a space for continuous collective growth. It is evident that career development is directly influenced by leadership style, as it involves the acquisition of knowledge, skills, and attitudes through workplace learning, which is influenced by leadership decisions. However, leaders must be cautious not to create unhealthy dependency on them. Emerging leadership approaches emphasize coaching roles and concepts such as self-leadership, super leadership, and leadership reinforcement (Tannenbaum et al., 1961). The challenge for 21st-century leaders is to support and encourage the career development of their subordinates in a personalized manner without stifling their initiative and self-directedness in managing their own careers..

Developmental leadership is a leadership style characterized by behaviors aimed at developing and enhancing employees' work-related knowledge, skills, and competences, as well as supporting their personal and career growth (Zhang & Chen, 2013). These behaviors include mentoring, coaching, guiding, counseling, providing performance feedback, and offering developmental opportunities (House, 1996). By employing these practices, developmental leaders help employees function effectively in the work environment. They also have a developmental orientation, paying attention to individual differences among followers and understanding their motivations through careful observation, career counseling, performance feedback, delegation, and training (Bass, 1985). Previous research indicates that leadership behaviors can contribute to followers' success in changing work environments. For instance, empowering and contingent reward leadership behaviors have been associated with greater resilience, including adaptability, learning, and networking (Nguyen et al., 2016). Developmental leaders foster a sense of self-efficacy in their followers (Higgins et al., 2010; Lawler, 1986), making them more capable of handling tasks in dynamic work environments. Positive expectations play a vital role in achieving goals as they boost an individual's confidence and effort (Bowlby, 1988). In the context of careers, the Social Cognitive Career Theory (SCCT) is often used to examine factors that shape career development. This theory considers personal factors like self-efficacy and positive expectations, as well as contextual factors such as social

support (Lent & Brown, 2019). These factors enable individuals to construct their careers successfully. The Social Cognitive Career Theory (SCCT), developed by Lent et al. (1994) as a modification of Bandura's (1986) social cognitive theory, is commonly used to explore the factors that influence career development (Lent & Brown, 2019). The SCCT examines contextual, personal, and behavioral factors that have the potential to shape individuals' career paths. According to the SCCT, personal factors such as self-efficacy and positive expectations, along with contextual factors like social support, can play a role in helping individuals construct their careers (Lent & Brown, 2019).

### **Organizational culture and career development**

Organizational culture: The values, norms, and practices within a workplace that shape how individuals navigate their careers. A positive organizational culture can foster growth and development opportunities. Various organizational cultures are suitable for and aligned with different growth strategies and individuals' career paths. By using a Career Concept framework and language to classify organizational cultures, we can expand the growth framework to encompass the alignment with both strategy and people. To make this classification task manageable, we focus on three key components of the Organizational Career Culture: organizational structure, performance appraisal, and rewards.

Different types of organizational cultures are well-suited to support different growth strategies and cater to the needs of various individuals and their careers. The stable Expert orientation, for example, aligns with pyramidal structures where there is minimal promotion risk. It emphasizes strong functional departments, quality-based performance appraisal, and rewards such as security and recognition. On the other hand, linear individuals prefer tall pyramidal structures with multiple levels to climb. They are driven by profit orientation, where good performance leads to promotion, managerial incentives, and leadership development. Spiral employees excel in matrix structures and complex project organizations that prioritize teamwork, creativity, and offer opportunities for personal growth and cross-functional collaboration as rewards. On the other hand, transitory employees are motivated to form informal ad hoc teams in less formal organizational structures. They value flexibility and speed, aiming to receive immediate cash bonuses since they do not anticipate long-term employment and retirement benefits.

The culture within an organization is shaped by responsible individuals at the executive level. It encompasses attitudes, values, beliefs, and behaviors that everyone must embrace in order to effectively serve the organization (Tsai, 2011). The concept of a performance-oriented culture revolves around linking fair compensation, promotions, and other organizational rewards with improved employee attitudes, such as performance, cooperation, and collaboration (Ko, 2013). To encourage desired behaviors from employees, consistent managerial behaviors of appreciation and recognition for virtuous performance are necessary (Bakotic, 2016). A positive organizational culture that emphasizes people, shared values and standards, individuality, supportive management, and effective information flow fosters an environment of high performance and productivity (Penalver, 2019).

Regarding career development, Kotter and Heskett (1992) propose that organizational culture consists of two levels: a deeper, less visible level and a more visible level. At the deeper level, culture refers to the shared values among organizational members, which serve as the driving force for a development culture. At the more visible level, culture represents the behavior patterns or style of the organization, which may need to be changed to foster a development culture. A development culture is one in which individuals are encouraged to grow in ways that benefit the organization. In a development culture, employees are expected to grow, supported in their efforts to do so, and rewarded for their contributions to the organization's success (Simonsen, 1997, p. 4).

### **HR practice and Career Development**

In the context of HRM, Kanungo and his associates proposed the "model of culture fit" to explain the role of culture (Aycan et al., 1999; Mendonca & Kanungo, 1994). This model examines culture at two levels: societal and organizational. Organizational culture encompasses the shared beliefs, values, and assumptions among members of an organization, which in turn influence their behavior and decision-making (Schein, 1985). In essence, organizational culture includes managerial beliefs and assumptions regarding tasks and employees. Managerial assumptions regarding tasks pertain to the nature of the task and the optimal way to accomplish it, while assumptions regarding employees focus on their nature and behavior (Aycan, 2005).

It is widely acknowledged that HR plays a crucial role at the corporate level (Huselid, 1995; Schuler & Jackson, 1987). In particular, senior management support is a vital component of

comprehensive and integrated career development systems. Career development is recognized as a strategic tool for control and growth (Evans, 1987). As a result, effective career planning and management have a significant impact on the ability of organizations to achieve their corporate goals and individuals to fulfill their personal aspirations. To successfully manage careers, it is necessary to have a strategy that encompasses attracting, developing, and retaining employees aligned with business objectives (Mayo, 1991; Walters, 1992). Therefore, active support from senior management is crucial for a comprehensive and sustainable career development process (Simonsen, 1997).

## **B. Social factors**

Refer to the influence of relationships, networks, and interactions with others on one's career progression and success. Social factors expressed in a form of [Family support, Friends Support, Peer Support, Co-workers support, Supervisors support and monitoring and coaching social networking] (Mignot,2004).Networking: Building and maintaining professional relationships with colleagues, mentors, industry professionals, and other individuals who can provide guidance, support, and opportunities for career advancement (Karatepe,O.M.,Sokmen , A (2006).

Social support: Having a strong support system of friends, family members, or colleagues who provide emotional encouragement and assistance during various career stages.

Mentoring: Having access to experienced professionals who can offer guidance, advice, and knowledge-sharing to help navigate career challenges and make informed decisions.

Collaboration: Working effectively with others in teams or groups to achieve common goals and develop skills such as communication, leadership, and teamwork that are essential for career growth.

Diversity and inclusion: The extent to which an organization values diversity in its workforce can impact career development opportunities for individuals from different backgrounds or underrepresented groups. (Judge; T .A. Locke, E & Durham, C .C1997)

Social media presence: Leveraging social media platforms to build an online professional brand, network with industry peers, showcase expertise or achievements, and access job opportunities (Judge & kammeyer Mueller, 2004)

According to Grinstad and Way (1993), the family is seen to have a substantial role in the transmission of values, particularly with regard to aspiration, career orientation, and decision-

making. As Kram, K. E., & Isabella, L. A. (1985) noted, it has been seen that coworkers who carry out related duties may take on mentoring or coaching responsibilities to some extent and frequently act as advisers among their peers.

### **C. Personality factors**

Refer to the individual traits, characteristics, and behavioral tendencies that influence how a person interacts with their work environment and career choices (Lent, R.W.2004). These factors play a significant role in shaping an individual's career path, job satisfaction, and overall success in their chosen profession. Understanding one's personality factors is crucial for career development as it helps individuals make informed decisions about their career choices and align them with their natural inclinations and strengths. (Hirschi, 2011; Judge, 2009)

Personality factor:-Core-self-evaluation, (i.e. employees motivation and attitude), Self-esteem, locus of control (i.e. individual beliefs about what is good or bad), generalized self-efficiency, neuroticism (i.e. High emotional stability), Openness to experience, conscientiousness, along with same demographic traits have been taken as independent variables. Career is not a static object but a socially constructed phenomenon, whose meaning is negotiated in social interactions. In this sense, an individual's career is both personally and socially significant. (Mignot, 2004) Personality Trait

Numerous career development theories emphasize the significant role of personality traits in individuals' decision-making regarding their career paths. According to the trait-factor theory (Niles & Bowsbey, 2009), personality traits and job-related factors are the key elements that shape an individual's career choices. When there is alignment between one's personality traits and the requirements of a job, there is a higher likelihood of achieving successful career development and job satisfaction (Niles & Bowsbey, 2009). Neuroticism, a dimension of normal personality, reflects a tendency to experience negative emotions such as fear, embarrassment, and anger (Lucas & Donnellan, 2011).

Neurotic individuals, characterized by traits such as annoyance, stress, unsociability, nervousness, embarrassment, uncertainty, doubt, lack of confidence, and dejection, tend to have lower chances of achieving career success (Barrick & Mount, 1991). A higher score in the

neuroticism dimension suggests that an individual may struggle to control their emotions and stress, and may have more irrational thoughts (Lucas & Donnellan, 2011). Conversely, individuals with lower scores in this dimension tend to be more obedient, dependent, conforming, socially sensitive, ingratiating, pliable, and better equipped to handle stressful situations (Lucas & Donnellan, 2011). On the other hand, extraversion encompasses traits such as sociability, assertiveness, activity, and talkativeness (Barrick & Mount, 1991). It is characterized by positive feelings and experiences. Individuals with high levels of extraversion are often described as spontaneous, communicative, energetic, positive, and enthusiastic (Goldberg, 1990; Watson & Clark, 1997). These traits are associated with a better chance of career development. It is important to note that the presence or absence of these personality traits does not guarantee or determine career success or failure. However, they can influence an individual's career choices, job performance, and overall satisfaction in their chosen profession.

Individuals high in extraversion exhibit a strong desire for admiration, social recognition, and control (Watson & Clark, 1997). They tend to be energetic and optimistic, as indicated by their high scores in this dimension (Barrick & Mount, 1991). Conversely, individuals with low scores in extraversion are often more reserved and independent (Barrick & Mount, 1991). Compared to the other four personality traits, extraversion is particularly associated with emotional commitment (Goldberg, 1990; Watson & Clark, 1997). Openness to experience, on the other hand, refers to traits such as active imagination, aesthetic sensitivity, attentiveness to inner feelings, a preference for variety, and independent judgment. These characteristics are beneficial for career success (Barrick & Mount, 1991). Individuals with lower scores in the Openness to Experience dimension tend to exhibit conventional behavior and have conservative outlooks (Barrick & Mount, 1991). Conversely, individuals with higher scores in this dimension are often characterized as unconventional, willing to question authority, and open to new ethical, social, and political ideas (Barrick & Mount, 1991). They possess a curiosity for both their inner and outer worlds, leading to a more enriched experiential life (Judge et al., 2002). These individuals tend to experience both positive and negative emotions more intensely compared to others (Judge et al., 2002).

The dimension of agreeableness is characterized by traits such as self-sacrifice, helpfulness, nurturance, gentleness, and emotional support on one end, and enmity, indifference towards others, and self-interest on the other end (Digman, 1990). Individuals high in agreeableness exhibit qualities such as politeness, flexibility, naivety, helpfulness, supportiveness, mercy, kindness, open-mindedness, and tend to be generous, calm, trusting, truthful, and sincere (Judge et al., 2002). They are often altruistic, sympathetic towards others, and eager to lend a helping hand (Barrick & Mount, 1991). Conversely, individuals with a disagreeable personality tend to be more egocentric, competitive, and skeptical of others' intentions, which can hinder their career development (Barrick & Mount, 1991).

Conscientiousness refers to the ability to exercise self-control and engage in proactive planning, organizing, and executing tasks (Barrick & Mount, 1991). Individuals with higher scores in the Conscientiousness dimension tend to demonstrate traits such as logic, diligence, reliability, responsibility, and risk aversion (Barrick & Mount, 1991). They prioritize success and exhibit a strong focus on task performance (Barrick & Mount, 1991). Numerous studies have highlighted the importance of personality traits in predicting job performance, showing positive and significant relationships between personality traits career development and employee work performance (Barrick & Mount, 1991; Judge et al., 2002; Tett, Jackson & Rothstein, 1991).

Conscientiousness, as defined by Barrick and Mount (1991), encompasses self-control and the proactive process of planning, organizing, and completing tasks. Recent studies have shown that the Conscientiousness dimension exhibits the strongest correlation with job satisfaction (Judge et al., 2002) and job performance (Barrick & Mount, 1991) among the five dimensions. Individuals with high levels of Conscientiousness display traits such as logic, diligence, reliability, responsibility, and risk aversion (Barrick & Mount, 1991). Moreover, these individuals possess a strong drive for success and demonstrate greater efficiency in task performance (Barrick & Mount, 1991). In essence, individuals with higher scores in the Conscientiousness dimension are more likely to exhibit significant job performance (Barrick & Mount, 1991; Judge et al., 2002).

Extraversion, as described by Barrick and Mount (1991), is characterized by a propensity for positive feelings and experiences. Individuals scoring high in this dimension tend to exhibit higher levels of energy and optimism compared to those with lower scores (Barrick & Mount,

1991). Conversely, individuals with low scores in Extraversion are often more reserved and independent (Barrick & Mount, 1991). Previous research has indicated that individuals with higher scores in the Extraversion dimension tend to demonstrate better job performance in fields such as administration, social relations, and sales, and experience positive outcomes in career development (Barrick & Mount, 1991; Judge et al., 2002).

Furthermore, Judge and colleagues (2002) suggest that individuals who score higher in the Extraversion dimension tend to possess emotional stability, confidence, and a greater likelihood of achieving a contented life and job satisfaction. In contrast, individuals with higher scores in the Neuroticism dimension are prone to feelings of annoyance, stress, unsociability, nervousness, embarrassment, uncertainty, doubt, lack of confidence, and dejection, resulting in lower levels of job and career development as well as job satisfaction (Barrick & Mount, 1991). Additionally, Lucas and Donnellan (2011) propose that a higher score in this dimension indicates a reduced ability to control one's emotions and manage stress, along with a tendency towards irrational thinking. On the contrary, individuals with lower scores in this dimension tend to exhibit traits such as obedience, dependency, conformity, social sensitivity, ingratiating behavior, adaptability to stressful situations (Lucas & Donnellan, 2011). Previous research suggests that these individuals are negatively associated with job satisfaction, have limited career development prospects, and experience more negative emotions in life (Judge et al., 2002). Additionally, they may demonstrate poorer job performance (Barrick & Mount, 1991). Furthermore, current studies indicate a link between negative affectivity and Neuroticism (Watson & Tellegan, 1988), and individuals with high levels of Neuroticism also tend to lack confidence and have a negative self-image (McCrae & Costa, 1991).

Agreeableness encompasses traits such as politeness, flexibility, naivety, helpfulness, supportiveness, mercy, kindness, open-mindedness, and a tendency to be generous, calm, trusting, truthful, and sincere, which can contribute to better career development opportunities (Judge et al., 2002). High scores in the Agreeableness dimension are indicative of personality traits such as self-sacrifice, helpfulness, kindness, supportiveness, and open-mindedness, while low scores in this dimension may suggest indifference towards others and personal growth (Barrick & Mount, 1991; Digman, 1990). However, personality psychologists have found a weak

correlation between Agreeableness and job performance, with limited impact on career development opportunities (Barrick & Mount, 1991). Similarly, the correlation between agreeableness and career development and job satisfaction is also limited (Judge et al., 2002).

Openness to Experience in personality refers to traits such as innovation, creativity, curiosity, open-mindedness, diversity, insightfulness, and aesthetic appreciation (Barrick & Mount, 1991; Digman, 1990; Judge et al., 2002). Individuals with lower scores in this dimension tend to exhibit conventional behavior and hold conservative outlooks (Barrick & Mount, 1991). Conversely, those with higher scores in openness to experience are often characterized as unconventional, willing to question authority, and receptive to new ethical, social, and political ideas, leading to notable achievements in career development (Barrick & Mount, 1991). According to research conducted by Judge and colleagues (2002), individuals with outstanding scores in this dimension tend to demonstrate positive job performance and possess an optimistic attitude towards training and learning experiences (Barrick & Mount, 1991). However, previous studies have shown that the relationship between Openness to Experience, job satisfaction, and career development is weak, similar to the Agreeableness dimension (Judge, 2002). Personality psychologists describe Openness to Experience as a double-edged sword, as it can elicit both intense positive and negative emotions (De Neve & Cooper, 1998). In other words, individuals with higher scores in this dimension may experience both positive and negative feelings towards their jobs, which directly impact their subjective well-being in terms of job satisfaction and career development (Judge et al., 2002).

Furthermore, previous research has demonstrated a positive relationship between Openness to Experience and career success in consulting and training professions (Hamilton, 1988). Additionally, Agreeableness has been identified as a significant predictor of career success, with high scores in this dimension being associated with training success (Salgado, 1997). This suggests that individuals who aspire to work in teamwork and customer service roles in their future careers may benefit from higher scores in Agreeableness. Moreover, individuals who score higher in both Conscientiousness and Openness to Experience dimensions are more likely to find entrepreneurial activities satisfying and fulfilling. They also possess a greater potential to establish new ventures and become entrepreneurs (Zhao & Seibert, 2006). Political Skills, which

is expressed in a form of understanding the accurate situation at work place, interaction with others in more kind way, individuals integrity authenticity, sincerity and genuineness, openness, honesty and straight. Likewise, political skills intervene in career progression and individuals use political skills to develop their good relationship with their boss and team mates in order to get progression in their career. Employees' preferences differ when it comes to selecting complex jobs and completing those activities.

### **2.1.13. The Effects of the three independent factors on Career Development**

#### **2.1.13.1. The organizational factors**

Organizational factor is one of the major contributors in the development of employee's career in an organization. For the career advancement, informal and formal methods are used by employees such as, work content, commitment, and leader-member relationship, etc. Leader Member Exchange (LMX) relationship affects career development, it involves providing useful advices and guides, mentoring facility, and act as a role model to their subordinates for career exploration (Lankard, B.A.1995).

Furthermore, leadership, managerial support, Human resource practices, Organizational culture & Support, effective commitment has a major impact on an employee's career advancement. Employee training and career management systems help employees advance in their careers while also increasing organizational commitment (Bambacas, 2010).

Leader-Member Exchange which is explained in a form of In-group i.e. high level of trust, interaction, support, and rewards, Out group i.e. low level/quality/ of relationship, low level of interaction, trust and rewards, lack of information and knowledge. (Mignot, 2004; Kuehn, C.2008).

#### **2.1.13.2. The Social factors**

Along with organizational & personality factors other factor such as "social factor" also influences on the career development of employees. Sociological factor plays a significant role in the decision making about the career (Ladkin, A. 2002). The sociological factors are peer, socio-economic status, mentoring and coaching, social networking, friends, and family support and

these factors play an essential role in the career development of an individual (Judge & Kammeyer-Mueller, 2004). Employee motivation, attitudes, and professional advancement are all influenced by core self-evaluation as a personal component. Furthermore, core self-evaluation has an impact on professional factors and provides crucial information for understanding disparities in job development during adolescence as well as potential future implications. (Yeo & Li, 2011). Sometimes as researchers called sociological factor [Family support, Friends Support, Peer Support, Co-workers support, Supervisors support and monitoring and coaching social networking] ( Mignot, 2004).

### **2.1.13.3. Personality factor**

Employees that have a higher core self-evaluation perform better at work and have a better likelihood of development in their professions. ( Hirschi , 2011; Judge, 2009); Based on the above explanation of different scholars. The researcher intended to see the main objective of this study as to find out the effect of organizational, social, and personality factors, on core employee's career development in five star hotel in Addis Ababa Ethiopia so as employees will get awareness about these factors and get the chance to shape up themselves and focus on valuable factors which are helpful in their career development.

Political Skills, which is expressed in a form of understanding the accurate situation at work place, interaction with others in more kind way, social networking ability of individuals, strong relationship with people, individuals integrity authenticity, sincerity and genuineness, openness, honesty and straight. Work Content i.e. work related factors, Affective Commitment i.e. emotionally attachment, recognition, high level of involvement. Core-self-evaluation, i.e. (employees motivation and attitude), Self-esteem, locus of control (i.e. individual beliefs about what is good or bad), openness to new idea, generalized self-efficiency, neuroticism (i.e. High emotional stability); agreeableness, Extrovert/introvert, political skills along with same demographic traits have been taken as independent variables. Career is not a static object but a socially constructed phenomenon, whose meaning is negotiated in social interactions. In this sense, an individual's career is both personally and socially significant (Mignot, 2004)

#### **2.1.14. Barriers in career development**

Several scholars have found barriers to promotion in the work place. Excluded informal networks, a lack of cultural fit, and low level of mentoring are three potential barriers to career advancement. Employees use a variety of informal and formal ways of acting to advance their careers. However, the perception of one employee may be different from the perception of other employee while comprehending the influential factors impact on their career development. This may renounce them from the path leading to career success. Employees should recognize such elements in order to overcome the obstacles that prevent them from progressing in their careers, and they should be fully informed about the important indications for advancement to desired positions. Employee's perceptions affect the quality of work life and their career decision either positively or negatively in an organization (Riverin –Simard. D,1992)

To devise career development strategies, support, flexibility for career development, career planning, and autonomy in job design effect employee's perceptions about quality of work life. Therefore, high social support, experienced by employees with perceived organizational support, increases the chance for career advancement. (Ebunu, 2010; Li & Yeo, 2011; Nabi, 2001; Peiperl & Baruch, 1997)

#### **2.1.15. Theoretical foundation of the study**

There is no single theory that can be applicable to all situations and necessitates but a combination of approach is applied. Moreover, the factors emphasized by different theories that regulate a person changes very often with the changing organizational contours in this VUCA world. The work of the Chicago School of sociology (Hughes and Barley, 1989) states that individuals' experiences with multiple aspects of career, such as situational, relational, and chronological, have been investigated, and their dynamic inter-relationship between individual, organization, and society has been explained.

After a thorough examination of several articles the researcher did not identify the best theory that can be the main determinant factor for these thesis. Furthermore, the researcher discovered that the trait theory, vocational personality theory, social learning theory, and social cognitive career theories all explain same important concepts about personality and organizational traits, either directly or indirectly and economic & socio economic theory articulates between

individual and social, and symbolic and real, social representation theory provides an interpretative framework for understanding individuals' meaning (Moscovici,1982) which depends on the social pattern of the people, social representation theory, developed for the study of lay knowledge is especially relevant for understanding societal events in a rapid change such as the concept of career, social representations are built on shared knowledge and understanding of common reality. But, the life span and super theories explain about experience (Arthur, Hall, & Lawrence,1998).Therefore, the need arises to identify influential factors pertaining to organizational, social, and personality traits which play an integral role in the career progression of employees.(Albrecht, 2010; Briggs, Jaramillo, & Weeks, 2011).

Organizational factor is one of the major contributors in the development of employee's career in an organization. For the career advancement, informal and formal methods are used by employees such as Leadership, work content, commitment, and leader-member relationship, Managerial Support, Human resource practice, Organizational support, etc. Leader Member Exchange (LMX) relationship affects career development, it involves providing useful advices and guides, mentoring facility, and act as a role model to their subordinates for career exploration. Likewise, political skills intervene in career progression and individuals use political skills to develop their good relationship with their boss and team mates in order to get progression in their career. Employees' preferences differ when it comes to selecting complex jobs and completing those activities. Furthermore, effective commitment has a major impact on an employee's career advancement. Employee training and career management systems help employees advance in their careers while also increasing organizational commitment. (Bambacas, 2010) (Judg, T .A, Higgins, C.A.,Thoresen, C.J.,& Barrick,M.R.199)

Along with organizational & personality factors other factor such as “social factor” also influences on the career development of employees. Sociological factor plays a significant role in the decision making about the career. The sociological factors are peer, socio-economic status, mentoring and coaching, social networking, friends, and family support and these factors play an essential role in the career development of an individual. (Judge& Kammeyer- Mueller, 2004) (Kayode, S.O.2021).Employee motivation, attitudes, and professional advancement are all influenced by core self-evaluation as a personal component. Furthermore, core self-evaluation has an impact on professional factors and provides crucial information for understanding

disparities in job development during adolescence as well as potential future implications. (Yeo & Li, 2011).

Employees that have a higher core self-evaluation perform better at work and have a better likelihood of development in their professions.(Hirschi,2011; Judge, 2009);Based on the above explanation of different scholars. I intended to see the main objective of this study as to find out the effect of organizational, social, and personality factors, on core employee's career development in five star hotel in Addis Ababa Ethiopia so as employees will get awareness about these factors and get the chance to shape up themselves and focus on valuable factors which are helpful in their career development.

## **2.2. Review of Empirical Studies (objectives, methodology & finding)**

A research conducted by Sunil Maheshwari (2010) entitled "career effectiveness and its determinants" using deductive approach of empirical study, tries to understand the important elements of individual and organizational career practices that affect an employee's career effectiveness.

The results of his research study indicated that individual determinants such as career planning and knowledge of organizational politics and organizational level determinants such as training and development support, quality of performance feedback and supervisory support explain significant variances in the determination of employee career effectiveness.

Danielle Riverin-Simard (1992) in Laval University undertaken a research Career Paths and Socio-Economic Status using cross-sectional or longitudinal studies, approach was employed for his thesis combined two of the sequential methods, the results of this research bring the reality of social class to the attention of counselor and it indicate that, for a large proportion of the population, it is unrealistic to expect clients to be self-directed and self-managing if their vocational tasks involve adjustment and accommodation to situations. In a society that is increasingly characterized by economic disparities (Ladkin, A. 2013) and aging of the active population (Hagestad, 1990), the increasing knowledge of career paths of different occupational sub-groups according to socio-economic status seems to be one promising means of allowing vocational counselors to more effectively help their adult clients.

A research conducted by Candace Blayney & Karen Blotnicky (2014) aimed to examine how men and women think about career progression. Do they make decisions differently and what do

they perceive as barriers and facilitators to their careers? The findings of this research explain that five barriers appeared to be the most significant to limiting women's advancement into senior management. These barriers were;(1) difficulty combining work at senior level with caring responsibilities;(2) dominant masculine organizational culture;(3) preconceptions and gender bias;(4) lack of networking and exclusion from informal networks of communication; and (5) lack of visible women in senior positions.

What can hotel companies do to encourage more women to move up into the position of hotel general manager? (Candace, 2014) If women feel that they cannot have a balanced life due to family obligations and work not being compatible, then they will not even try. They will not ask or apply for the challenging projects or positions if they do not think they will be successful or if conflict with family roles takes the decision out of their hands. Organizations need to carefully rethink human resource policies such as flexible working hours, promotion criteria, and anything that will encourage women to feel that if they go for it, they can be successful both at home and in the workplace. "...organizational practices and policies concerning performance rewards, promotion opportunities and pay should incorporate how work and outside work responsibilities." (Tessemal, M.T., Ready.K.J., 2013)

Another research conducted by Elina Meliou & Leonidas Maroudas, (2011) on career development in the hospitality industry in Athens Greece. Focus on hotel employees, in luxury hotel chains, aiming at identifying individuals' experience of career using elicited social representations of hotel employees, linguistic material, such as the free associations of words method, was used to proceed this research so the findings indicate that career is a social construct. As such, individuals' concerns and preoccupations should be taken into consideration by employers in order to develop career strategies that lead employees to furnish maximum personal potential.

Another study by Basher Ahmed Samim (2015) looked at the key factors influencing career advancement in the Islamabad and Rawalpindi social contexts of Pakistan's banking industry. According to the study's results, peer support is thought to have an antagonistic relationship with career advancement, but organizational elements and social variables like family support have a favorable impact on career development. The view of career progress is consistent across levels of gender and age, although it is highest for experience categories of 5 to 10 years. This research

inspires workers to concentrate on key career development aspects by giving them a vision of their career development process. Political acumen is seen as a necessary quality for workers to succeed in their careers and aids in the creation of strong relationship.

A research conducted by Kefelegn Mengistu (2016) in Ethiopia with the goals of evaluating the practice of career development, identifying barriers to career development, and learning how career development affects employee motivation at Ethio Telecom in Addis Ababa. The survey found that staff members do not benefit from professional growth and that abilities and accomplishments go unrecognized. The investigation also discovered that the lack of professional development in the organization was due to favoritism, a rigid organizational structure, and subpar promotion practices.

A research conducted by Abera Getachew (2016) under the title “Career development among undergraduate students of Madda Wolabu university south east Ethiopia” conducted in Ambo University about to assess career development among undergraduate students of Madda Walabu University. Cross sectional study design was employed to gather quantitative data through self-administered structured questionnaires. The findings suggested that socio-demographic variables were important in determining the factors, levels and variances in career development. The result of this study showed that career development is important in understanding students’ personal values, clarifying their goals, career choice directions and job-searching skills. Because the respondents’ reported information on career development is so poor, lack of future direction and decreased performance are inevitable. It is suggested that career counseling services are seen to be highly recommendable.

The research conducted under the title “The effect of employee development program on employee retention in Ethiopia shipping and logistics service Enterprise by Tadelech Mehari (2021) at St. Mary’s university explain the finding conclude that effective Employee career development programs can help organizations to get satisfied employees and gain ability to retain its valuable human capital. The analysis showed that there were employee’s retention strategies available in the organization and employee career development program significantly affect employee retention. However, considerable number of employees in enterprise is still unsatisfied with the employee career development programs, the researcher concluded and recommend that the organization should understand the importance and value of employees

career development program and needs to revise and should formulate strategies to establish employee training policy, job rotation, career development, mentoring and coaching programs in order to motivate and improve their employee performance and employee retention.

### **2.2.1. Knowledge Gap**

Surprisingly little is known about how people pursue jobs in the hospitality industry, given the value of human resources to those sectors. The professional journey is opportunistic and in some ways reflects an extension of the boundary-less career, rather than being a predetermined path (Mc Cabe and Savery, 2007). However, conventional occupations with a rising trend were also noticeable (Kong, 2011). Previous studies in the context of the events industry (McCabe, 2008) and the hotel sector (Ladkin, 1999; 2002) have examined a variety of career choice and development difficulties. These demonstrate how few organized career prospects exist in the travel and hospitality industries. Many jobs are considered to be transitory since so many people only work there sometimes.

### **2.2.2. Focus of this Research:**

Even though some many traits affect career development this paper mainly focus on the three determinant factors namely; Organizational, Social and Personality factors on career development.

### **2.2.3. Conceptual framework of the study**

The underneath conceptual framework of the study diagrammatically presents the relationship between the study variables, i.e., social, organizational and personality factors (independent variables) and career development (dependent variable). Many theoretical and empirical literatures indicates that all factors and their elements have link through trust interaction, rewards, information flow, building relationship, recognition, interest of high level of involvement and training. Various supports from family, friends, coworkers, peers, supervisors, and other sociological factor monitoring and coaching, social networking have a link /influence on career development. The practice of employees' motivation, individual believes, emotional stability & self-esteem have serious link with career development.

To shape one's professional path the prime objective is aligned the academic knowledge with real-world experience (Theory of life span) this can be seen in this thesis in a form of demographic trait. Career development covers every aspect of individual's life from the initial stage of professional life until retirement phase (theory of Donald super) this theory also helps to draw the conceptual frame work of this thesis in line with generalized self-efficiency. The relationship between adolescent career development and self-concept has been determined by establishing in (super's theory of self-concept), this helps to draw the conceptual frame work of this thesis as a core- self-evaluation in a form of self-esteem.

Another theory that helped me to draw the conceptual frame work of this thesis is (Holland theory of career choice) which is express in a form of personality type of social that refer social networking and political skill. Occupational achievement, stability, development and satisfaction depends on the interrelationship between one's personality and job environment, i.e. organizational factor.

The analyses of (social cognitive career theory) by (Lent,2002;Lent., 2013) a learning theory which has come out on the ideas that people learn by watching what others do, and that human thought processes are central to understanding personality. It also propose that demographic and individual difference variables (such as sex, race/ethnicity, and socio-economic status) interact with background and contextual variables to influence learning experiences that play a role in forming self-efficacy beliefs. Those self-efficacy expectations, in turn, are related to outcome expectations that individuals have about the outcomes of their behavior which helped me to draw the conceptual framework.

Social learning theory:-This theory is based on the idea that we learn from our interactions with others in a social context by observing the behaviors of others, people develop similar behavior. From this theory social factor can be the parts of social context whereas personality factor can be parts of observed behavior that help me to draw the conceptual framework.

#### **2.2.4. Synthesis on variables**

##### **Organizational factor**

The culture of an organization plays a significant role in career development. A supportive and nurturing culture encourages employees to explore new opportunities, take risks, and grow

professionally. Training and development Programs: Organizations that invest in training and development programs provide employees with the necessary skills and knowledge to advance in their careers. These programs can include workshops, seminars, mentoring, or coaching. Career Advancement Opportunities: The availability of career advancement opportunities within an organization is crucial for career development. Promotions, job rotations, or lateral moves allow individuals to gain new experiences and develop their skills. (Barnett, B.R., and Bradley,L.2007)

### **Social factors**

Networking: Building a strong professional network is essential for career development. Interacting with colleagues, attending industry events, or joining professional associations can provide access to new opportunities, mentorship, and valuable connections. Social Support: Having a supportive social network can positively impact career development by providing encouragement, advice, and emotional support during challenging times. Role Models: Observing successful individuals who have achieved their career goals can inspire and motivate individuals to pursue their own aspirations. Employees who exhibit a sense of contentment regarding the comprehensive caliber of their workplace relationships are more appropriate to manifest an increased level of dedication to their organization (Kram, K. E., & Isabella, L.A., 1985).

### **Personality factors**

Self-Confidence: Individuals with high self-confidence are more likely to take risks, seek out new challenges, and seize opportunities for career growth. Resilience: The ability to bounce back from setbacks or failures is crucial for career development. Resilient individuals are more likely to learn from their experiences and persist in pursuing their goals. Adaptability: Being adaptable allows individuals to navigate changing work environments and embrace new technologies or methodologies that may be relevant for career advancement.

### **Career development**

The results of numerous studies show that when a person is happy with his job and career development, he will give his all to the organization's goals (R. Jalagat, 2016). Career obstacles are things that prevent someone from achieving a career goal (Lent 2002; McGinley & Mattila,2020), grit, which may be characterized as the degree of passion and persistence for a profession that leads to achieving a career objective, was discovered to be an individual attribute

that allows a person to remain and be dedicated to a firm. As an American Society for Training and Development state of the industry report (2008) stated; since training has been proved to develop knowledge, which in turn improves knowledge of activities relevant to the hospitality industry, staff must have opportunities for training in order to provide their customers with quality service (Herzberg 2004).

The main variables that contribute to employee happiness, which in turn improves performance, include achievement, the work itself, career development, responsibility, acknowledgment, and progress. As Jorgensen, Martin, & Nursey Bray,(2018), say: Managerial career choices: Evidence from South Australia local government articulated on Australian Journal of Public Administration Explain that company executives should urge other employees to publicly endorse persons they believe should be considered for promotions, especially if they work in the department where the position is available.

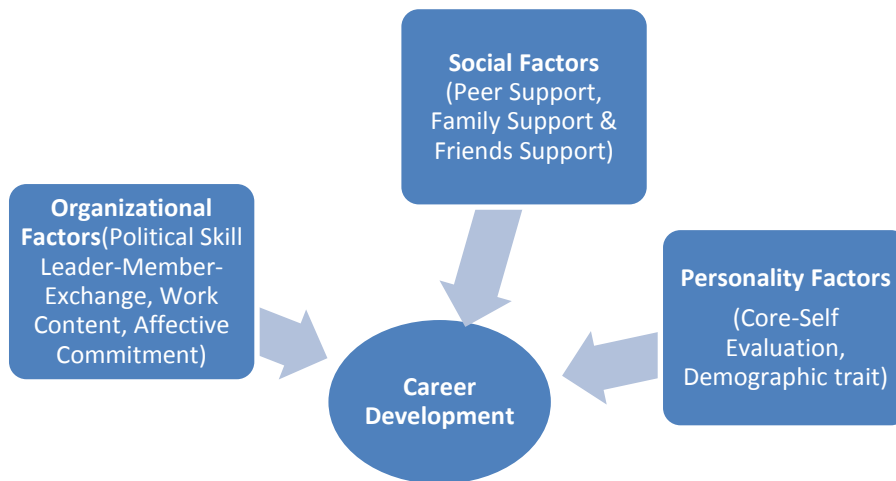


Figure.5.2 Conceptual framework of the study

Source: Basher Ahmad samin (2015)

### 2.2.5. Hypotheses

- H1: There is statistically significant positive/ negative/ effect of Organizational factor on career development.

- H2: There is statistically significant positive/negative/ effect of social factor on career development.
- H3: There is statistically significant positive/negative/ effect of personality factor on career development.

The research conducted by basher Ahmed (2015), Elina Melion & Leonldas Maroudas, (2011), Candance Blayney & Blotnick ,(2014), The Super, D.E (1990) of a life-span, life-space approach to career development, and same career development theories like Trait and factor theory by Frank Paterso ,(1920's), Dexon ,(1977), the Holland's theory (1980's), The research conducted on socio economic theory by Cytrynbaum and Crites,(1989), the super theory narration by Super DE.(1992), the social cognitive career theory by Albert Bandra,(1970's), The Anne Roes personality theories are some of basic justifications or backgrounds that supports me the formulation of the above hypotheses.

## **CHAPTER THREE**

### **3. RESEARCH METHODOLOGY**

#### **3.1. Introduction**

The purpose of this chapter has been describe the research design, focusing the method applied to achieve the research objective, so these chapter lay down the ground for the analysis and discussion of data that is carried out. The methods of data collection in the field divide into two section. The first deals with quantitative and qualitative data collection and the second part is analysis, which focuses on justification for use of questionnaire description of the design of questionnaire, their organization description of sample group and finally an account how data is analyzed. Pulling together these two sections a report of how the field method is integrated in the final analysis

#### **3.2. Description of the Study Area and Period**

According to Ritchie and Crouch, (2009) urban centers have become an important source of tourist attraction. Since cities are endow with physical infrastructures, cultural and natural attractions which can cater tourist's interests (Haven-Tang and Jones, 2009). Addis Ababa serves as the country's capital with, population of 5,000,000----6,000,000. This metropolitan city has three strata of administration; City Government at the top, 13 Sub City Administrations in the Middle, and 125 Wereda administrations at the bottom (UN world population prospects, 2021). The total star rated hotel located in Addis Ababa are 78 amongst which 8 are five star, 14 four star, 28 three star hotel. Researcher has used sample random sampling method because of the geographical advantage of the research had taken place in a single city to get adequate reliable information on research. The sample sizes deployed from the total of 78 star rated hotel employees, the research had been conducted only in 8 five star rated hotel core/permanent/employees namely Sheraton Addis (Marriott) Capital, Ellele, Marriott, Radison Blue, Goldon Tulip, Getfam, Hayatt Regency. This research was conducted from 2014 to 2015 E.C among five star (\*\*\*\*\*) rated hotels found in Addis Ababa, Ethiopia

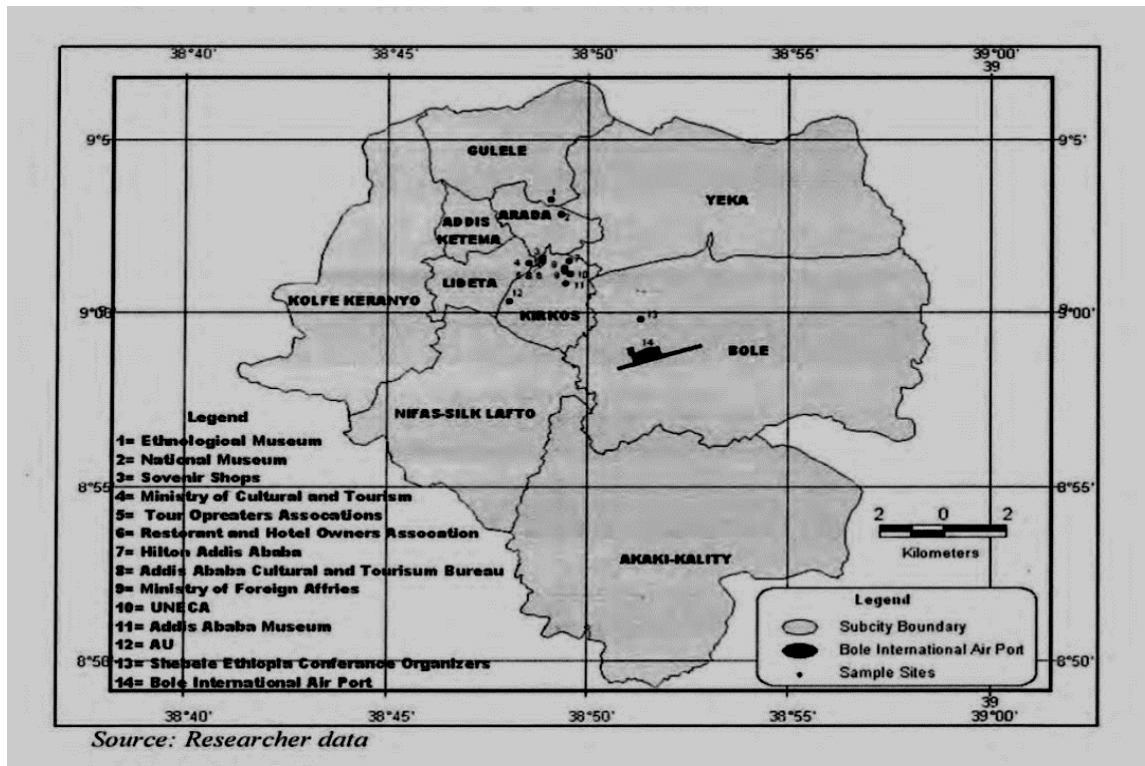


Figure 6.1. The geographical map of the study area which has scale and direction.

Source; Addis Ababa tourism beauro

### 3.3. Research Design and Approach

#### 3.3.1. Research Design:-

A research design has been clearly explained in a form of methodological sequence and detail description of what researcher do to answer basic research question. In order to achieve the research objective. It has been used to reduce the costs, bear a significant control on the consistency of the results accomplished, provides a solid base for the complete research. The appropriate research design for this study is explanatory research design. This research design is conducted for not clearly defined problems and it helps the researcher to analyses the patterns formulating hypotheses. It helps to determine data collection method, research design and selection of subjects. It depends on reviewing of literature, information collection through informal discussion (Neelam Pawar, 2020). Explanatory research is a method developed to investigate a phenomenon that had not been studied before or had not been well explained

previously in a proper way. Its main intention is to provide details about where to find a small amount of information (Kothari C.R., 2010).

### **3.3.2. Research Approach:-**

According to Cooper and Schindler (2006) the use of quantitative data and statistical analysis in survey research is more applicable. However, for more practical argument perspectives, the authors further argued the use of qualitative data with the objective to support quantitative data in a particular study. It appears a mixed research approach quantitative and qualitative is arguably the third methodological paradigm in scientific inquires (Krishnaswamy, 2006). So both qualitative and quantitative data is used to gather so as to meet the research objectives. Therefore, the study applied a mixed research approach. Moreover, the study is used an explanatory research design which utilize co-relation and regression analyses to investigate the determinants of career development in five star hotels in Addis Ababa. This study also demand personal experience, professional opinion, government legal and institutional scanning, reviewing other countries experience analyzing for triangulation purpose qualitative data helps to validate the quantitative date collected from hotels.

### **3.4. Data Collection Methods:-**

Qualitative data collection methods is involved the collection, analysis, and management of data, instead of counting responses or recording numeric data, this method aims to assess factors like the thoughts and feelings of research participants. Qualitative data collection methods go beyond recording events to create context (Kothari C.R, 2010).

Quantitative analysis is relates to evaluate a numerical result. A classic example is a survey, which asks questions to collect responses that shed light on trends, preferences, actions, opinions, and any other element that can be counted. It is popular because it is relatively straight forward, researchers ask questions to collect sets of facts and figures the data is measurable and expressed in numerical form (Kothari C.R, 2010). Secondary data collection is a researcher's adds to primary data. Think of secondary data as second-hand data. It's someone else's research, another person's original bank of knowledge, Second-hand data can add insight to a research project, and using secondary data is more efficient and less expensive than collecting primary data. (Kothari C.R, 2010).

### **3.5. Descriptions of Study Variables**

According to Neelam Pawar (2020) recommendation; using variables and measurements from earlier studies where they were accessible rather than coming up with new ones. As a result, the methods utilized to create the items used in survey instruments were covered in this section. Measures relevant to all study variables have been taken from diverse related literatures in a manner consistent with prior empirical research. Career development is a dependent variable, whereas social, organizational, and personality factors are independent variables.

### **3.6. Target population, Sample size and Sampling Techniques**

#### **3.6.1. Target Population**

The target group of this study was permanent employees in five-star hotels in the city of Addis Ababa. According to the Addis Ababa Municipality's Culture and Tourism Office, there are 78 star hotels. 8 are five-star, 14 four-star and 28 three-star hotels that were in operation during the study period. Respondents included in this study were core/permanent/professional workers working in different departments such as: Food and beverage, front office, sales and marketing staff, cleaning staff, maintenance and technical staff, security staff and other department heads and human resources officials in five-star hotels in Addis Ababa. Permanent employees are expected to be more responsive as they have been with the company for a long time. They are better acquainted with the procedures, rules and regulations of their organization. Based on data from HR departments of each hotel; currently, a total of 2,616 permanent employees keep these 8 five-star hotels

#### **3.6.2. Sample Size**

Sample size refers to the number of items to be selected from the universe or population to constitute a sample. Determining sample size is a very important issue because samples that are too large may waste a lot of time, resource and money, while samples that are too small may lead to inaccurate results (Kothari, 2004).

To determine the appropriate sample size, (Taro Yamane's 1967) simplified formula was used. This formula helped to determine the sample size of finite/defined/ Population. According to the data taken from each hotel human resource department; currently total of 2616 permanent

employees run the day-to-day operation smoothly in these 8 five star hotels. Based on this, the total population size is 2616, we use 95% confidence level, P=.5 (maximum Variability) and the desired precision level  $\pm 5\%$ . From the total 2616 employees, 382 employees were selected based on simple random sampling techniques and by employing the following sample size formula (Yemane, 1967).

$$n = \frac{N}{1+N(e^2)}$$

$n = 2616 / 1 + 2616(0.05)^2$   
 $n = 348 + 10\% \text{ Contingency for non-respondent} = 382$

*n = 348 adding 10 % of non responete rate*

**n = 382**

Where

- n=required sample size
- N= number of total employees of five star hotels
- e= level of precision = 0.05(5%), and assuming 95% confidence level and 0.5 variability(P)

It No	Name of the hotel	No of Employees			Precision Percentage			Required Sample		
		Male	Female	Total	Male	Female	Total	Male	Femal	Total
1	Sheraton Addis	457	194	651	70.0%	29.8%	25.00%	66	29	95
2	Capital	198	149	347	57.0%	42.9%	13.20%	29	22	51
3	Ellele	132	168	300	44.0%	56.0%	11.40%	19	25	44
4	Marriott	99	172	271	36.5%	63.4%	10.30%	14	25	39
5	Radison Blue	160	95	255	62,7%	37.2%	10.00%	23	14	37
6	GoldenTulip	85	65	150	56.6%	43.3%	05.70%	12	10	22
7	Gatefam	102	75	177	57.6%	42.3%	06.70%	15	11	26
8	Hayatt Regency	229	236	465	49.2%	50.7%	17.70%	33	35	68
Total Employees		1462	1154	2616	-----	-----	100%	211	171	382

Table:3.1.The Number of permanent(core) Employees in five star (\*\*\*\*\*) rated hotels

Sources; From hotels human resource department( 2021)

### **3.6.3. Sampling Techniques**

The researcher has conducted deductive approach where (Creswell and Plano Clark, 2007:23) say that the deductive research has put “works from the ‘top down’, from a theory to hypotheses to data to add to or contradict the theory” with simple random sampling which is used to make statistical inferences about a population. It helps ensure high internal validity: randomization is the best method to reduce the impact of potential confounding variables. The number of samples from each hotel was determined proportional to their number of permanent employees. Then Simple random sampling technique was used to select individual employees from each hotel to participate in the study.

### **3.7. Sources of Data**

To obtain the relevant information the researcher used both primary and secondary data. The primary data was obtained from the respondents (using questionnaire and interview) and secondary data were used from different books and articles for theoretical and empirical review and discussion.

### **3.8. Data Collection Instrument**

The researcher has employed self-administered questionnaires which are as noted Bailey (1994) are instruments of data collection that are handed out to respondents and are to be filled by them without any assistance .A social, and organizational factor questionnaire are adapted and modified from (Basheer Ahmad Samin 2015) , and career development questionnaire based on (Rothwell &Arnold 2005) and questionnaire on personality factor was adapted and modified from (Sarita Maharajan 2020) so that it could be used to discover and assess which is the determinant factor for career development in those selected hotels. The researcher has chosen this instrument to cover a large representative sample of 382 respondents. Face-to-face interviews would have taken too to triangulate. As Cooper D. & Schindler p, (2006) observed, self-administered questionnaires are cheaper to use and can be distributed on a large scale. In addition, sensitive topics, like the one covered by the researcher, can only be effectively studied or examined using questionnaires. Furthermore, standardized questionnaires used in this study was eliminate interviewer bias and solicit a very high response rate as (Cooper D. & Schindler P, 2006) had observed.

Thus, the researcher employed a five likert scale questionnaire type ranging from strongly disagree to strongly agree for measuring the extent that respondents agree on each statement. The researcher also employed in-depth interview with Human resource heads and Managers of selected hotels to triangulate the data that was collect through quantitative data collection method.

### **3.9. Data Analysis**

Due to the mixed methodology used in this study, the statistical package for social science (SPSS version 23) software programmer was used to code and analyze the quantitative data collected from various respondents. This allowed the data to be analyzed based on the desired outcomes and study objectives. To describe the study's dimensions, descriptive statistics such as frequency, percentage, and tabular summaries were used. Regression and co-relation have been used to analyze the data that was gathered. In order to ascertain the significant link between the dependent variable and predictors of the proposed model, hypothesized statements are evaluated. The data was applied to a general linear model (GLM) to examine the effects of organizational, social, and personality characteristics on career development.

### **3.10. Reliability and Validity**

In order to reduce the possibility of getting the answer wrong, attention need to be paid to two particular issues: reliability and validity. In this study reliability and validity test was conducted to determine whether the data collecting tools are fit for collecting the desired data by undertaking 30 sample pilot studies. The pilot study was conducted on employees that later were not included in the main study. In addition to that the questioners are translated from English to Amharic accordingly so as to make it understandable for those who could not understand English.

#### **3.10.1. Reliability Test**

A test is frequently described in terms of its reliability, which is the consistency of a set of measurements or measuring device. Random error and reliability are mutually exclusive. There are several variants of the dependability coefficient. Cronbach's Alpha is one of the most often employed measures. When test items are standardized, Cronbach's alpha is calculated using their average correlation.

In order to assess the instrument's dependability, Cronbach's Alpha relative analyses have been performed on the independent variables (Creswell, J. W., & Creswell, J. D. 2017).

Cronbach's alpha value of .70 or above is considered adequate to assess the dependability of variables, according to (Finkle and Wallen 1996:163). Since the instrument is dependable and the total value of Cronbach's Alpha is over 0.7, we may confidently use various statistical tests and interpret the findings.

Reliability coefficients should typically be at least 0.70 and are best when higher. Additionally, according to D Lacobucci, A Duhachek ,(2003) a scale item should not be included in further research if the item-to-total correlation is 0.25 or below. Every item included in this study had an item total correlation of more than 0.25. Each item's reliability coefficient (Cronbach's alpha) is larger than 0.7, indicating stronger dependability.

Variables	No of items	Cronbach's Alpha
Organizational Factor (OF)	19	0.873
Social Factor (SF)	6	0.930
Personal Factor (PF)	4	0.856
Career Development (CD)	10	0.915

Table No: 3.2. Reliability coefficient

*Source: Empherical review result (2023)*

As it was stated in the methodology part the items used to measure the variables of organizational factor **19** items and social factor **6** items, were adopted from previous research works of (Basher Ahmad Samin, 2015).and career development **10** items were adopted from (Roth well, A., & Arnold, 2005), whereas personality factor of **4** items were adopted from (Sarita Maharajan, 2020).

### **3.10.2. Validity**

According to R. Kothari, (2004) validity is the most critical criteria and indicates the degree to which an instrument measures what it is supposed to measure. Validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested.

The researcher made different steps to see the validity of data gathering tools. The questionnaire was adopted from different researchers.

Therefore, to assure validity the instrument of the researcher has given a chance for professionals on the area to review the questionnaire and finally it was validated.

**Face Validity.** Face validity is the degree to which a measure appears to be related to a specific construct, in the judgment of non-experts such as test takers and representatives of the legal system. That is, a test has face validity if its content simply looks relevant to the person taking the test. It evaluates the appearance of the questionnaire in terms of feasibility, readability, consistency of style and formatting, and the clarity of the language used (Wee and Quazi, 2005). In other words, face validity refers to researchers' subjective assessments of the presentation and relevance of the measuring instrument as to whether the items in the instrument appear to be relevant, reasonable, and unambiguous and clear (Oluwatayo 2012). Accordingly the adapted questioners were distributed to hotel professionals and they confirmed that the questioners were valid. In addition the items are adapted from literature as it is referred in data collection instrument part

**Convergent Validity:** refers to the degree to which two measures of constructs that theoretically should be related are in fact related. In brief, Convergent validity tests that constructs that are expected to be related are, in fact, related With the purpose of verifying the construct validity (discriminant and convergent validity), a factor analysis can be conducted utilizing principal component analysis (PCA) with varimax rotation method (Koh and Nam,2005),Confounding variables; the effect must be controllable and hierarchical regression.

**Discriminant Validity:** it is a measurement tool that two variables weather they are supposed to be related are unrelated. This validity measurement is shown through correlation coefficient.

Where if  $r = -1$  it shows perfectly negative correlation.

$r = 1$  it shows perfect positive correlation.

$r = 0$  it shows there is no correlation at all.

So in this case please refer the correlation analyses on table 4.11

### **3.11. Ethical Consideration**

The study considers ethical issues, confidentiality and privacy were some of the most corner stone of field research activities in order to get relevant and appropriate data. The researcher assured, on the starting part of the questionnaire, about the purpose of the research paper and confidentiality of any information gathered through the questionnaire.

## CHAPTER FOUR

### 4. DATA ANALYSIS INTERPRETATION AND DISCUSSION

#### 4.1. Introduction

The major purpose of the study was to find out the determinants of skilled core hotel employees' career development in the case of five star hotels in Addis Ababa namely Sheraton Addis (Marriott),Capital,Ellele,Marriott,Radison Blue,Goldon Tulip,Getfam,Hayatt Regency. In order to meet the purpose of the study this chapter presents the data analyzes and interprets the findings of the study.

#### 4.2. Response Rate

There are 289 responses contacted out of the 382 sample size from the total of 2616 targeted population, the research had a response rate of 75%. A response rate of 50% is considered appropriate, a rate of 60% is considered good, and a rate of 70% or more is considered excellent out of the sample size for analysis and reporting, according to Mugenda & Mugenda (2003). As a result, the study's response rate was good, as seen in Table 4.1.

Questioners	Frequency	Percentage
Distributed	382	100.00%
Returned	289	75.65%
Un used	2	00.52%
Unreturned	93	24.34%
Used	287	-----

Table 4.1. Response Rate percentage

Source: *Survey result (2023)*

### 4.3. Data Management and Analysis

The data has collected, checked and edited for clarity, legibility, relevance and adequacy. This involves checking for non-response and acceptance or rejection of answers, which is pre-coded by the researcher (textual responses are allocated numerical codes or values according to the following scale or range). These codes had eased the process of data entry. The data that was collected from employees through questionnaire was analyzed by the help of SPSS software version 23. Demographic variables description, reliability, descriptive statistics, correlation analysis and regression analysis was conducted to analyze the collected quantitative data.

Item	Measurement	Frequency	Percentage
Gender	Male	144	50.2
	Female	143	49.8
	Total	287	100.0
Age	18-24	90	19
	25-35	55	49.5
	36-45	142	31.5
	>46	90	6.96
	Total	287	100.0
Marital status	Single	75	26.1
	Married	182	63.4
	Widowed	10	3.5
	Divorced	20	7.0
	Total	287	100.0
Education level	Up to high school	41	14
	Diploma/certificate/TEVT/	81	28
	First degree	119	41.5
	Second degree/master level	46	16
	Total	287	100
Current position Experience	Up to 1 year	27	9.4
	2 up to 5 year	93	32.4
	6 up to 10 years	137	47.7
	11 up to 15 years	20	7.0
	Above 15 years	10	3.5
	Total	287	100.0

Table 4.2. Socio Demographic Characteristics.

Source: Survey result (2023)

#### 4.4. Distribution of Responses Based on Demographic Factor

Demographic information about the participants in this study was reported on Table 4.2. It included the frequency distribution of all demographic variables in this study such as gender, age, marital status, current department they work, working hour shift, level of education, service year, length of service in the profession, length of service in the current position. From the total 287 respondents, 50.2% respondents were male and the remaining 49.8% were females. It is impressive to see almost the same figures in both genders and female’s involvement in the growing hotel business truly undeniable.

Majority respondents 31.5% within the age group 36-45, followed by 19% from 18-24, and the least 6.96% were within the age group >46, so this showed that most respondents were young age group. (Table.4.2). Majority respondents 63.4% were married, followed by 26.1% singles, the 7% and 3.5% were divorced and widowed respectively. Educational level detail of respondents was as: 14% were up to high school level, 28% diploma, 41.5% respondents having first degree education and 16% respondents were qualified at master level. (Table 4.2)The current position experience in; majority 47.7% had 6–10 Years’ experience in the current position, followed by 32.4% 2-5 years’ experience. (Table 4.2).

#### 4.5. Distribution of Response based on Department

It has been ascertained from the findings of the study that the majority of respondents were from Food & beverage 41.1% as compared to those from Front office 25.8%, Housekeeping & laundry 8.7%, Human resources 8.4% and others account 16% of the total respondents.

	Departments	Frequency	percent
Valid	Food and Beverage	118	41.1
	Housekeeping & Laundry	25	08.7
	Front Office	74	25.8
	Human Resources	24	08.4
	Other	46	16.0
	Total	287	100.0

Table 4.3. Response based on Department

Source:-Survey result (2023)

#### 4.6. Distribution of Response Based on Working Hour (Shift).

It is evident, from the findings charted below that majority respondents that had worked for full day shift were 35.25% a very insignificant respondents of 3.8% where rotating shift and 74 respondents i.e. 25.78 %

	Working Hour Shift	Frequency	percent
Valid	Morning Shift	24	08.40
	Afternoon Shift	60	20.90
	Night Shift	74	25.78
	Rotating Shift	11	03.80
	Full Day Shift	98	35.25
	Morning & afternoon Shift(split shift)	20	06.96
	Total	287	100.0

Table.4.4. Response based on working hour (Shift)

Source:-Survey result (2023)

#### 4.7. Distribution of Response based on years of service in the hotel

The findings illustrated by the table below show that the majority of respondents spent from 6 up to 10 years in that particular hotel are 51.2%, whereas employs spent from 2 up to 5 years account 38.3 % other respondents held from 11 up to 15 years are 10.5%

Valid	Year of service in the hotel	Frequency	Percent
	Up to 1 year	-----	-----
	2 up to 5 year	110	38.3
	6 up to 10 year	147	51.2
	11 up to 15 year	30	10.5
	Total	287	100.0

Table 4.5. Response based on years of service in the hotel

Source:-Survey result (2023)

#### 4.8. Descriptive Statistic for Study Variables

Employees were asked the extent to which each of the determining factors influence their career development using 5 points likert scale questionnaire (1=Strongly Dis Agree, 2=Dis Agree, 3=Neutral (Neither Agree Nor-dis Agree), 4=Agree and 5=Strongly Agree).

Their responses were analyzed in terms of mean score using the rule of thumb for mean computation where ([1]Strongly Dis Agree mean range 1.00 --- 2.00., [2] Dis Agree mean range 2.01---3.00,[3]Neutral mean range5 3.01--- 4.00, [4]Agree mean range 4.01---5.00 and [5]Strongly Agree mean range 5.01--- 6.00). The analysis of Organizational factor result highest mean score showed that respondents agreed with the given questionnaire and the highest mean score represent that respondents were agreed with the given questionnaire.

#### 4.8.1. Descriptive Statistics for Organizational Factor

It No	Description	Mean	Std. Deviation
1	Our hotel has developed a culture that inform employees about the operation of the day.	3.42	1.335
2	Our hotel supervisor and subordinate have very good relationship for achievement of objective.	4.14	0.805
3	Our hotel let me to be more involved in decision making.	4.20	0.760
4	My supervisor gives me a lot of support for my and organizational goal achievement through mentoring and coaching.	4.25	0.732
5	I have enough information to do my job.	3.71	1.186
6	In my job I am treated as responsible important person. (political skill)	4.38	0.704
7	I don't believe there is too much pressure in my job. (Political skill-sincerity)	3.53	1.452
8	I believe that too much work is expected of me. (LMX-genuineness)	4.41	0.578
9	My job is important. (work contain)	3.85	1.169
10	The company provide me opportunity to train in different departments in our hotel.	4.42	0.636
11	The training I have received for my job is adequate. (Affective commitment-training)	3.53	1.376
12	Our hotel has clear training and development policies and implemented accordingly.	4.13	0.728
13	My performance have a value for success of the company	3.48	1.421
14	I perform work that is meaningful. (work contain)	4.56	0.701
15	I receive information on training and development opportunities.	3.65	1.185
16	Our hotel post employee of the month in internal announcement board and certify employee.	4.53	0.704
17	Our hotel has well friend procedure and standard to acknowledge a good performance of its employees	4.10	1.171
18	I have pleasant work environment. (work contain)	4.44	0.696
19	I have strong relationship with people working with me. (strong relationship)	3.72	1.316
	<b>Aggregate Score</b>	<b>4.0236</b>	<b>0.981</b>

Table 4.6. Analysis on Organizational factors

Source: Survey result (2023)

The above table (**table 4.6**) depicts descriptive statistics for organizational factor. The aggregate mean value for organizational factors is 4.0236. Since the aggregate mean value is more than 3, it can be inferred that employees agree with all organizational factor statements & are satisfied the way the organization treat them.

From (**table 4.6**) analysis result the least mean score value there hotel has developed a culture that inform employees about the operation of the day was scored 3.42, it implies that respondents were understand that there hotel has developed a culture that inform employees about the operation of the day. Item wise, those Organizational factor respondents with mean value of 3.71 agreed that the employees have enough information to do their job. Employees understand they did not believe that there is too much pressure in their job. (Political skill- sincerity) with a mean score of 3.53. This implies that employs sincerity towards their job is well understandable. The training I have received for my job is adequate. (Affective commitment-training scores 3.53 and I receive information on training and development opportunities score 3.65 where as Our hotel has clear training and development policies and implemented accordingly score 4.13. In relation to this among 8 key informants (managers or human resource personnel) asked open ended questions that whether they provide opportunity to train different departments; seven hotels have clear and scheduled training opportunity. Of these seven that have scheduled training 3 bi-annual training and 4 had annual schedule, where as one hotel doesn't have any training schedule. This implies that management of the sampled hotels understood the value creating good work content. Leader Member Exchange (LMX) relationship affects career development, it involves providing useful advices and guides, mentoring facility, and act as a role model to their subordinates for career exploration. Similarly majority Organizational factor employees agreed with the statements I believe that too much work is expected of me with a mean score of 4.41 (LMX-knowledge) and As shown above on the (**table 4.6**) a mean score result of 4.14 is indicated or the employees agreed that the hotel supervisor and subordinate have very good relationship for achievement of organizational objectives.

As indicated in (**Table 4.6**). Most respondents agreed that they think they receive information on training and development opportunities and their hotel posts employee of the month in internal announcement board and certify them accordingly scores 4.53; and the table shows that Our hotel has well refined procedure and standard to acknowledge a good performance of its

employee with mean score of 4.10. From the responses of managers/human resource personnel; there is a clear procedure and implementations of good performances recognition policy. From the above we can conclude that there is a written clear procedure and implementations of good performances recognition policy and they post employee the month in internal announcement board and certify employees. Respondents agree with that they have strong relationship with people working with them with mean of 3.72 the statement that they did believe they have pleasant work environment score 4.44 (work contain).The opportunity to train in different departments in their hotel is stated as mean of 4.42; Respondents also entirely agree that too much work is expected of them with a mean value of 4.41. a lot of employees believe that their hotel let them to be more involved in decision making with a mean score of 4.20. .

#### 4.8.2. Descriptive statistics for Social factor

It No	Description	Mean	Std. Deviation
1	Our hotel have a culture that encourage employees to support each other in their duty. (co-workers support)	3.10	1.516
2	Our hotel arrange annual picnic or parties get together for all employees	3.29	1.308
3	My salary support all my families expense and social affairs	3.72	1.212
4	My family's helps me in my job and career. (families support)	3.75	1.269
5	I have pleasant work life balance	3.73	1.095
6	I have been enjoying spending time with my colleges at hotel and outside of the hotel	3.78	1.083
	<b>Aggregate Score</b>	<b>3.561</b>	<b>1.247</b>

Table 4.7. Analysis on social factor.

Source: Survey result (2023)

As can be understood from (table 4.7), the aggregate mean value for social factor is 3.5616. This mean score is above 3 implying that employees are contented with the social support from their organization. Item wise, the majority of the respondents stated that their hotel have a culture that encourage employees to support each other in their duty. (Co-workers support with a mean score of 3.10 it is almost at the middle. Similarly majority of the employees agree that on the

question arrangement of annual picnic get-together for employees with mean score of 3.29. This is supported by the response of managers/human resource personnel/ that all the managers reflected that they had at least once a year get-together or picnic schedule. As indicated on the above (**table 4.7**) majority of the respondents agree that their salary support all their families 'expense and social affairs and employees family helps them in their job and career with mean score 3.72 and 3.75 respectively. From (**table 4.7**) Majority of respondents did agree on the statement that I have pleasant work- life balance with a mean score of 3.73 this score imply that employees are in good trained to keep their work life balance. On the other hand, The strongest mean score of the respondents has been seen on the question that I have been enjoying spending time with my colleagues at hotel and outside the hotel mean score 3.78. In general the aggregate mean score of social factor is 3.5616 which is more than the standard mean score of 3 which means that almost all respondents are relatively agree with the stated social factors statements.

### 4.8.3. Descriptive statistics for Personality factor

It	Description	Mean	Std. Deviation
1	I like to do a challenging works	3.32	1.524
2	I am sociable enough to share my idea with others and work in team.	3.28	1.202
3	I love my job in hospitality (hotel) industry than other.	3.74	1.098
4	My supervisor support me in my future career development.	3.80	1.164
	<b>Aggregate Score</b>	<b>3.535</b>	<b>1.247</b>

Table.4.8. Analysis on personality factors

*Source: survey result (2023)*

As can be understood from (**table 4.8**) the aggregate mean value for personality factor is 3.535. This mean score is above 3 implying that employees rated high in terms of their personality traits to perform well in hospitality (hotel) industry. Item wise, the majority of respondents were responded that I like to do challenging tasks with a mean score of 3.32. I love my job in hospitality (hotel) industry than other with mean score 3.74. Another item that is analyzed by the question is my supervisor support me in my future career development with a mean score of

3.80. finally employees think that they are sociable enough to share their idea with others and work in team with a mean score of 3.28

#### 4.8.4. Descriptive statistics for Career development

It No	Description	Mean	Std. Deviation
1	Our hotel let subordinate to participate in the staff review and development scheme.	3.08	1.513
2	Career development opportunities are adequately distributed.	3.34	1.212
3	Promotions are from within when appropriate.	3.74	0.899
4	My organization supports my personal growth.	3.86	1.099
5	I am satisfied with the progress I have made toward meeting my goals for income.	4.26	0.597
6	I am satisfied with the progress I have made toward meeting my goals for advancement.	3.63	1.297
7	I am satisfied with the progress I have made toward meeting my overall career goals.	3.45	1.196
8	I have opportunities to develop my skills and knowledge.	3.49	1.149
9	The employees of my hotel who successfully undertake career development programs are given additional responsibilities.	3.71	1.006
10	I feel employees are provided with equal opportunities to fulfill their career potential in my organization.	3.73	1.285
	<b>Aggregate Score</b>	<b>3.629</b>	<b>1.125</b>

Table.4.9. Career development

Source: survey result (2023)

As can be understood from (**table 4.9**) the aggregate mean value for career development is 3.629 this mean score is above 3 implying that employees high contented with regard to their career development or advancement in the hospitality industry (hotel).

Career development was measured using ten item likert scale questions. Among these only two naming our hotel let subordinate to participate in the staff review and development scheme mean score of 3.02 and career development opportunities are adequately distributed with a mean score of 3.34 were showed less rating compare to others.

From (**table 4.9**) Majority of Organizational factor respondents agreed that the hotel extends good supports to their personal growth with mean score of 3.86, similarly respondents agreed that they were satisfied with the progress they have made toward meeting my overall career goals and they have opportunities to develop their skills and knowledge with mean score 4.26 and 3.63 respectively.

Promotions are from within when appropriate mean score 3.45. I am satisfied with the progress I have made toward meeting my goals for income mean score 3.49. The employees of my hotel who successfully undertake career development programs are given additional responsibilities mean score 3.71. I feel employees are provided with equal opportunities to fulfill their career potential in my organization mean score 3.73. In general the aggregate mean score of social factor is 3.629 which is less than the standard mean score of 3 which means that almost all respondents are relatively agree with the stated social factors statements.

<i>Variables</i>	<i>No of items</i>	<i>Mean</i>	<i>St. D</i>
<i>Organizational factor</i>	<i>19</i>	<i>4.023</i>	<i>0.981</i>
<i>Social factor</i>	<i>6</i>	<i>3.561</i>	<i>1.247</i>
<i>Personality factor</i>	<i>4</i>	<i>3.535</i>	<i>1.247</i>
<i>Career development</i>	<i>10</i>	<i>3.639</i>	<i>1.125</i>

Table 4.10. Summary of Descriptive Statistics

Source: Research survey result (2023)

The mean value of the dependent and independent variable were calculated and presented in (Table 4.10) scored higher than the standard mean score of 3. From this table it can be noted that, the means scores of social factor with respect to career development and personality factor with respect to career development and organizational factor with career development are below the midpoint which is (M=3.561), (M=3.535) and (4.023) of the scale respectively. The highest mean score recorded was organizational factor and social factor (M=4.023) and (M=3.561) respectively while the lowest score was recorded for factor affecting career development is personality factor which is (M=3.535).

## 4.9. Diagnostic Tests of Regression Analysis on Career Development

Before running the regression model, the researcher first tested the five basic assumptions of linear regression analysis namely Normality, Linearity, Homoscedasticity, No Multicollinearity and No Auto Correlation tests.

### 4.9.1. Normality Test

One way to testing normality is to compare a [histogram](#) of the sample data to a normal probability curve. The empirical distribution of the data (the histogram) should be bell-shaped and resemble the normal distribution. In the below figure 4.1 the data is more or less consistent

and the frequency of each class is very similar to that of the other and it is bell shaped which resembles the normal distribution.

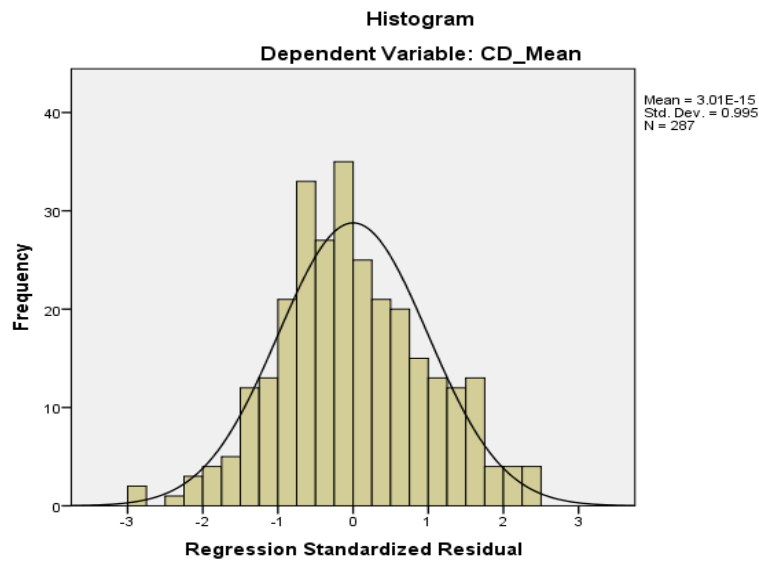


Figure 4.1. Histogram Source:  
Source; Survey result (2023)

#### 4.9.2. Linearity (p p plot) Test

It is used to test whether all linear regression models between a dependent variable and an independent variable are related to a straight line to the right or bottom right. If the linear sig value is  $<0.05$ , a linear relationship is found. As it is shown from the following figure the p p plot is almost linear.

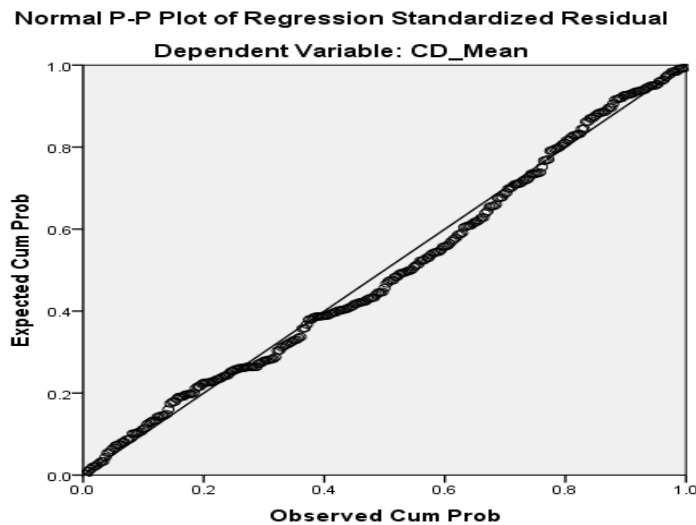


Figure 4.2.p-p plot

Source: survey result (2023)

### 4.9.3. Multicollinearity Test

Multicollinearity occurs when two or more independent variables have a high correlation with one another in a regression model, which makes it difficult to determine the individual effect of each independent variable on the dependent variable (Analytics vidhya.com2020).

The problem of multicollinearity occurs when the independent variables becomes highly correlated with each other.

Therefore, when two or more regresses/ variables are highly correlated with each other, then, it means these regresses contain redundant or unnecessary information. Therefore, not all of the variables are needed in the same analysis as they will increase the error term and will make regression coefficient non-significant with wider confidence interval. Further, the standard error of regression coefficients increases when multicollinearity (strength of relationship) between variables becomes high enough; so the statistical significance of these regression coefficients becomes less reliable. The most widely used statistical test for detection of multicollinearity is examination of Tolerance and Variance Inflation Factor (VIF) with the thresholds of more than 0.1 and less than 10 respectively. In this study, multicollinearity was tested first by examining correlation matrix among regresses/variables and secondly, by Tolerance and VIF level for the regresses/variables. The correlation matrix of the regresses/variables was examined to find out if there is any indication of high degree of correlations among these variables. Multicollinearity considered to exists when correlation among explanatory variables is 0.9 or higher. A correlation value above 0.7 can be considered as threshold for indication of multicollinearity among regresses

#### Collinearity Diagnosis

Model	95.0% Confidence Interval for B		Collinearity Statistics	
	Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	1.939	2.983	-----	-----
OF_MEAN	.023	.266	.863	1.159
SF_MEAN	.004	.186	.959	1.043
PF_MEAN	.013	.137	.872	1.147

Table 4.11.Collinearity

Source: Research survey result (2023)

$$VIF = \frac{1}{1-R^2}$$

Based on this formula If VIF value  $\leq 4$  it imply No multicollinearity

VIF starts at 1 and has no upper limit If VIF value  $\geq 10$  it imply significant multicollinearity

VIF = 1, no correlation between the independent variable and the other variables

VIF exceeding 5 or 10 indicates high multicollinearity between this independent variable and the others. So from the above interpretation the Variance Inflation Factor figures of organizational, social and personality mean is stated in table (4.11) indicated as 1.159, 1.043 and 1.147 respectively this show that if VIF value which is less than 5 it imply there is no Multicollinearity among the variables.

#### 4.9.4. Homoscedasticity Test

It means the error is constant across the values of the dependent variable. The easiest way to check homoscedasticity is to make a scatter plot with the residuals against the dependent variable. If a model violates homoscedasticity, it will exhibit heteroscedasticity. So the distribution of residuals against the career development is evenly scattered. So the result of scatter plot distribution is almost evenly scattered.

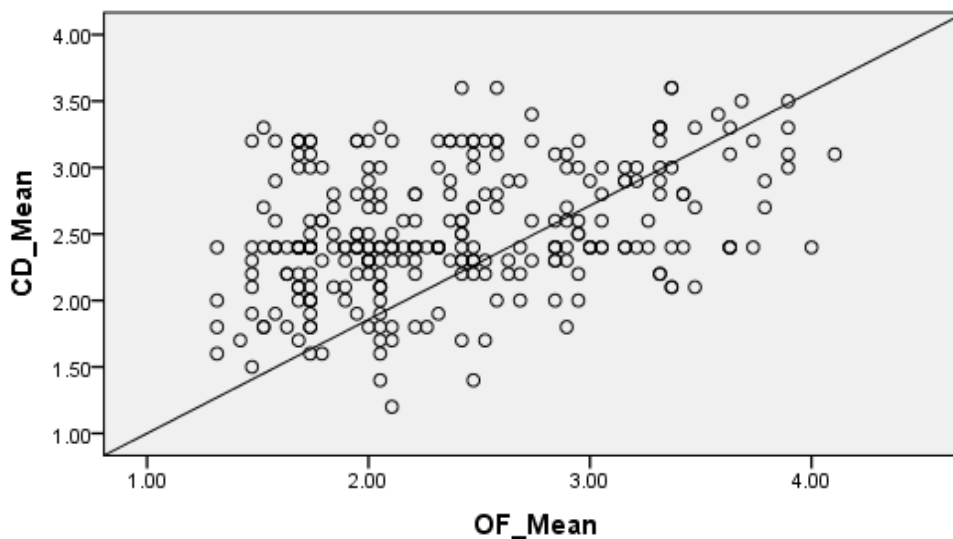


Figure 4.3.Scatter plot on OF

Source: survey result (2023)

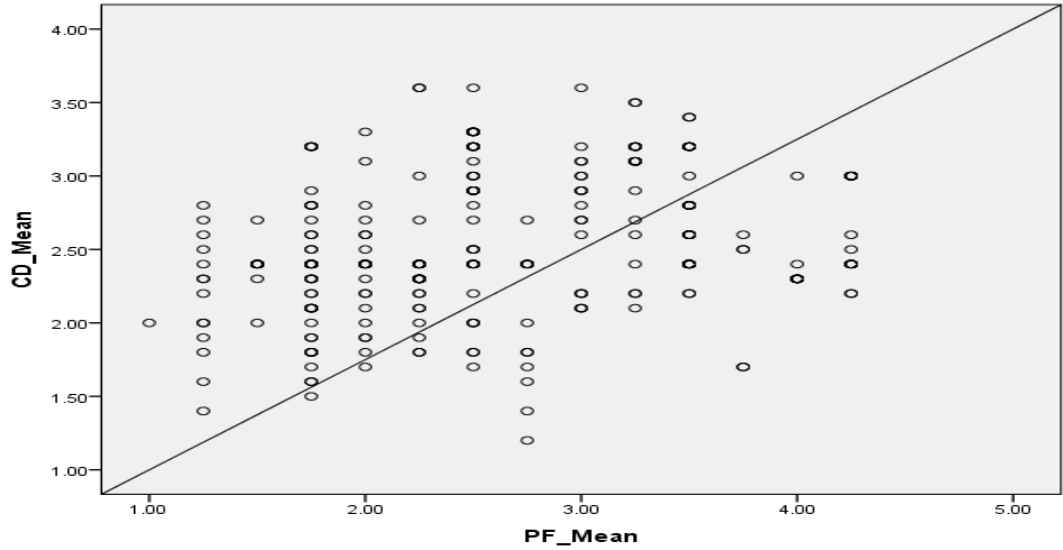


Figure 4.4.Scatter plot on PF  
 Source: survey result (2023)

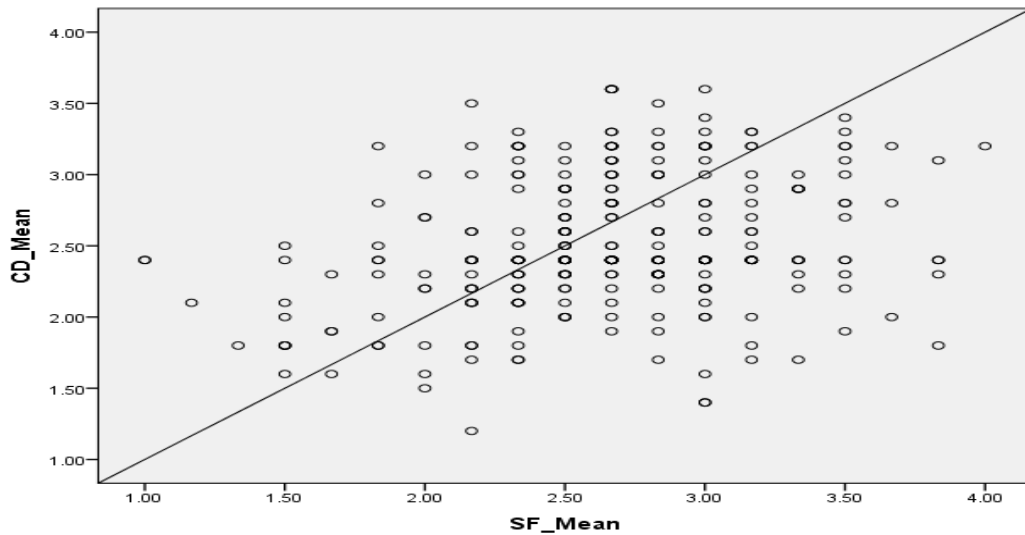


Figure 4.5.Scatter plot on SF  
 Source: survey result (2023)

#### 4.9.5. No Autocorrelation Test

A test number range between 0 and 4 is always generated by the Durbin-Watson. Values closer to 0 and 4 imply higher levels of positive correlation and negative autocorrelation, respectively,

whereas values closer to the midway point reflect lower levels of autocorrelation. (Data from Spirant.com, 2020). The results are shown in the table below.

Model Summary<sup>b</sup>

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>	<i>Durbin- Watson</i>
1	0.414 <sup>a</sup>	0.172	0.163	0.43223	1.506

a. Predictor: (constant), PF-mean, SF-mean, OF-mean

b. Dependent Variable: CD-mean

Table 4.12. Model Summary

Source: survey result (2023)

So the result of Durbin–Watson indicate in **Table (4.12)** which is 1.506 is a strong positive correlation among variables, and 16.3.7% independent factor the change in career development could be attributed to the combined effect of the three predictor variables. However 83.7% the variance is explained by other factors not covered in this study.

#### 4.10. Correlation Analysis

		<b>CD</b>	<b>OF</b>	<b>SF</b>	<b>PF</b>
<b>CD</b>	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	287			
<b>OF</b>	Pearson Correlation	<b>.360</b>	1		
	Sig. (2-tailed)	.000			
	N	287	287		
<b>SF</b>	Pearson Correlation	<b>.272</b>	<b>.332</b>	1	
	Sig. (2-tailed)	.000	.000		
	N	287	287	287	
<b>PF</b>	Pearson Correlation	<b>.263</b>	<b>.382</b>	<b>.180</b>	1
	Sig. (2-tailed)	.000	.000	.000	
	N	287	287	287	287
**. Correlation is significant at the 0.01 level (2-tailed).					

**CD**- Career Development, **OF**-Organizational Factor, **SF**-Social Factor, **PF**- Personality Factor

Table .4.13. Correlation analysis

Source: own survey result (2023)

Correlation analysis is a useful way of exploiting relation (association) among variables. The value of the coefficient(r) ranges from -1 to +1. The value of coefficient of correlation(r)

indicates both the strength and direction of the relationship. If  $r = -1$  there is perfectly negative correlation between the variables. If  $r = 0$  there is no relationship between the variables and if  $r = +1$  there is perfectly positive relationship between the variables. For values of  $r$  between  $+1$  and  $0$  or between  $0$  and  $-1$ , the different scholars have proposed different interpretations with slight difference. For this study diction rule given by (E Marnburg, Z Luo 2014) was used.

Value or r (Pearson's correlation coefficient)	Description
$> 0.8$	Very High
0.6 to 0.8	Strong
0.4 to 0.6	Moderate
0.2 to 0.4	Low
$< 0.2$	Very Low

Table 4.14. Interpretation of r value

Source: Bartz (1999).

As it is depicted in the table 4.13, for organizational factor with career development and social factor with career development are low because their correlation coefficient ( $r = 0.360, p < 0.01$ ) and ( $r = 0.272, P < 0.01$ ) respectively, this shows that there is low positive relationship between these two variables. A correlation coefficient ( $r = 0.263, p < 0.01$ ) which is found between personality factor and career development has low positive relationship. Hence, there is a low positive relationship between organizational and social factor with the correlation result of ( $r = 0.332, p < 0.01$ ) and the other factor that is shown on the correlation analysis of social factor and personality factor ( $r = 0.180, p < 0.01$ ) and personality factor and organizational factor ( $r = 0.382, p < 0.01$ ) indicates low positive relationship among the variables.

#### **4.11. Analysis on Hypothesis Testing.**

Based on the extensive review of literature, the following hypothesis were formulated

##### **H1: There is no relationship between organizational factors and career development**

According to regression table result, the p-value for organizational factors is 0.000, which is greater than 0.05. Which indicate organizational factors has relation with career development. Hypothesis 1 is not supported; therefore we fail to reject the null hypothesis.

**H2: There is relationship between social factors and career development**

From regression table the p-value for social factors is 0.005, which is less than 0.05.that indicates there is statistical significant relation between social factors and career development Hypothesis 2 is not supported; therefore we reject the null hypothesis. Beta value for the above hypothesis two is 0.164 which is indicated on **Table (4.14)**. Regression result

**H3: There is relationship between personality factors and career development**

Similarly regression table the p-value for personality factors is 0.020, which is less than 0.05, which indicate there is statistical significant relation between personality factors and career development. Hypothesis 3 is supported; therefore we reject the null hypothesis.

In sum; both social and personality factors have positive relation with career development. Personality factor contribute with a standardized coefficients (beta) value of 0.020 and followed by social factor having coefficient (beta) value of 0.005.

**4.12. Research Model**

To identify determinant factors for the relation between one dependent variable and more than one independent General Linear Model (GLM) is a good statistical technique to be used. Thus, in order to test the stated hypotheses, a linear relationship was estimated between independent and dependent variables through a regression model. A regression analysis was used to establish the influence of independent variables (organizational, social and personality factor) on dependent variable (career development).The regression model career development can be expressed with the following equation:

$$Y = A + B1 (X1) + B2 (X2) + B3 (X3) + u \quad CD = 1.490 + 0.184 + 0.146 + 0.077 + U$$

Y = Predicted Value Career development the dependent variable

A = Constant

U = other factors

B1 = Slope Organizational factor Variable 1

X1 = Chosen value of Organizational factor vari.1

B2 = Slope Social factor Variable 2

X2 = Chosen value of social factor Variable 2

B3 = Slope Personal factor Variable 3

X3 = Chosen value of personality factor Variable 3

### 4.13. Analysis of Variance

The study sought to establish the observed relationship between the variables ANOVA provides a statistical test of whether or not the means of several groups are equal, and there for generalizes the t-test to more than two groups.

Model		Sum Of Squares	D f	Mean Square	F	Sig.
1	Regression	10.949	3	3.650	19.535	.000 <sup>b</sup>
	Residual	52.870	283	.187		
	Total	63.819	286			

a. Dependent Variable: Career Development.

b. Predictors: (Constant), Personality factor, Social factor, Organizational factor

Table 4.15. ANOVA

Source: own survey result (2023)

From the ANOVA table we can see that the p-value for the Regression model F-test is .000. The model is highly significant, and we can conclude that these three independent variables together predict the career development.

### 4.14. The Test of Coefficients

When all other predictors in the model are held constant, the regression coefficients show the average change in the response variable for each unit of change in the predictor variable. Regression offered this statistical control, which is crucial since it separates the contribution of one variable from that of all the other variables.

Model	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.490	.147		10.120	.000
OF Mean	.184	.044	.253	4.131	.000
SF Mean	.146	.051	.164	2.847	.005
PF Mean	.077	.033	.137	2.340	.020

Table.4.16. Regression result

Source: own survey result (2023)

The coefficient table 4.16 revealed that social and personality characteristics, with p-values of 0.005 and 0.020, respectively, were the determining factors for career advancement. Organizational factors, with a value of 0.000 and a required p-value of  $> 0.05$ , were the determining factor. Career development would average 1.490 units when all the independent factors are zero. We rule out the idea that career progress would be zero at the 5% level of significance when all independent variables are zero.

When the organizational factor rises by one unit, career development rises by 0.184 units, and the relationship is statistically significant at the 5% significant level. When the social factor rises by one unit, career development rises by 0.146 units, and the relationship is statistically significant.

S. No	Hypothesis	Result	Decision
1	There is statistically significant positive effect of Organizational factor on career development.	0.184	Accept
2	There is statistically significant positive effect of social factor on career development.	0.146	Accept
3	There is statistically significant positive effect of personality factor on career development.	0.077	Accept

Table 4.17: Summary of hypothesis testing

Source: own survey result (2023)

## 4.15. Discussion

### 4.15.1. The effect of organizational factor on career development

One of the influential factor on career development is organizational factor which is manifested in a form of leader member exchange i.e. positive or negative trust, interaction, support, and reward. Affective commitment which is reflected in a form of emotional attachment, recognition and high level of involvement. Work content which is described in a form of all work related factors that employees perform in an organization to develop their career. Based on the above narrative facts the common relationship between employees and employer is extremely necessary to perform the organizational goal. So in this regard majority of respondents express /respond/ the distributed questioner with an aggregate mean score of 4.023 which is less than

standard average of 3 and with a regression analysis result of p-value 0.000 which is less than standard value of 0.05 that indicate organizational factor with lower bound result of 0.023 and with significant effect of 0.000 had a tendency of influential factor on career development with relation to other factor. Closer examination in the areas of organizational behavior and management indicate that, employees are favor communicating and interacting more with their coworkers than with their managers or supervisors

Even though the outcome of the research is indicated as it is in the above statement; organizations provide opportunities for ongoing learning and development, which helps people develop their skills and competencies while also enhancing the human capital of their organizations.

The hospitality industry requires its workers to constantly be motivated to produce higher levels of results for both their own careers and the industry as a whole. Regarding productivity and performance, it is emphasized that this factor is intertwined and depend on career development. The relationship between employee growth and hotel sector development will be improved and strengthened by giving employees the resources and opportunities they need to flourish in their careers. Job security benefits, training, and development programs manage the career of the employee and guarantee the success factor in career development. The importance of training and development in ensuring employees' long-term career prospects and affiliation with the company is emphasized and acknowledged.

#### **4.15.2. The effect of social factor on career development**

A social component that has an impact on professional growth is expressed or dominated by support from friends, family, coworkers, peers, and superiors. From the outcome of the analyses the intimate relationship of peers is expressed with the support of well refined operational procedure and knowledge are the important pointes in social factor analyses. The more familial involvement there in day-to-day work performance is, the more unique a person's approach towards work and profession will be. However, it is simpler to understand the importance of communication if you start with the fundamental concepts of it. The purpose of this communication is to determine the gap between where they are now and where they would like to go in the future by looking at internal and external career development issues. The degree of

familial connection, determines how favorably an individual develops their views towards their job and professional endeavors. In addition, support from the individual's family is believed to be a key effect when making a career decision.

As it is indicated on the analyses, the supervisory function entails multiple responsibilities aimed at facilitating effective communication, ensuring optimal employee performance, providing guidance and support, identifying developmental opportunities, and managing the dynamic relationship between staff and the organization. Ultimately, the all-encompassing goal is to promote mutual success for both parties. Employee recognition is viewed as a critical mechanism for advancing employee motivation and enhancing organizational achievement.

When considering a co-worker for the title of employee of the month, contemplate a situation in which they have exceeded their job responsibilities. The company ought to strive towards acknowledging the exceptional contributions and value brought by those in our vicinity, with nominations being announced to the staff. So from the above expression social factor with its sub indicators are one of the determinant factors that affect career development with respect to employees' response on the questioner as it is scaled with an aggregate mean of value of 3.561 and from regression table the p-value for social factors is 0.005, which is less than 0.05, that indicate there is statistical significant relation between social factors and career development and the lower bound of confidence interval show that .004 with un-standardized coefficient of 0.146.

#### **4.15.3. The effect of personality factor on career development**

Career development focuses on the relative importance of work and a career over the course of a person's entire life. One of the key elements that contributes to the success of career development is the way each individual is treated. This treatment is a conglomeration of various characteristics, such as shared values, beliefs, and norms. Political skill expressed in a form of individual relationship with people around them makes strong coalitions Personality, which manifests as a form of neurotic, is one influential factor on career development and can have a direct or indirect impact. Employees who experience emotional instability find it difficult to adapt to the changes going on around them, especially as their careers develop. Organizational initiatives play a crucial role in preserving the equilibrium between work and personal life of employees. The workplace atmosphere is regarded as a non-monetary element that provides a

favorable setting in which employees can efficaciously fulfill their job responsibilities. Nowadays, hotel workers are creating plans and taking charge of their own career paths, with assistance from their bosses, families, and peers.

Based on the above important points and the result Regression Analyses Personality factor with its sub indicators are one of the determinant factors that affect career development with respect to employees' response on the questioner as it is scaled with an aggregate mean of value of 3.535 and from regression table the p-value for social factors is 0.020, which is less than 0.05. Which indicate there is statistical significant relation between personality factors and career development and the lower bound of confidence interval show that .013 with un-standardized coefficient of 0.77.

#### **4.15.4. Career Development**

Organizations offer opportunities for continuous learning and progression, so as to improve their human capital. On the other hand individuals increase their skills and competences. To this extent, career development lies with individual motivation, wants, and aspirations and is continuously constructed in the light of organizational and individual transformations. In this regard some of the important input in career development are staff review and development, fair distribution of career development opportunities, the existence of appropriate promotion within the company the presence of organizational support on personal growth, the satisfaction of employees towards their goal, the existence of opportunities to develop employees skills and knowledge are scored with an aggregate mean value of 3.629 and with a regression result bata value of 1.490 unites when all the independent factors are zero. We ruled out the idea that career development would be zero at the 5% level of significant when all independent variables are zero. The success of professional growth is contingent upon an individual's capacity to effectively perform their job duties and contribute to the overall progress of their given field. The presence of growth opportunities within an organization can have a positive impact on employee morale. The advancement of one's career is commonly believed to be predicated on both individual exertion and the assistance provided by the employing organization

## CHAPTER FIVE

### CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

The purpose of this study was to investigate the factors affecting hospitality core employees' career development in the case of five star hotels in Addis Ababa, Ethiopia. This purpose was transformed into specific objectives which were; to identify the effect of social, organizational and personality factor in hospitality core employees' on career development, this has been done as presented in chapter four of this study

#### 5.2. Conclusion

As per the specific objective of this research that is explain in a form of "To analyze the effect of organizational factor on career development for five star hotel core employees" this research revealed that, majority of respondents express/respond/the distributed questioner with an aggregate mean score of 4.023 and with a regression analysis result of p-value 0.000 which is less than standard value of 0.05 that indicate organizational factor with lower bound result of 0.096 and with significant effect of 0.000 has significant effect on career development with relation to other factor. But the effect of social factor on hospitality core employees' career development is reflected as influential factor with its sub indicators as one of the determinant factors that affect career development with respect to employees' response on the questioner as it is scaled with an aggregate mean of value of 3.629 and from regression table the p-value for social factors is 0.005, which is less than 0.000. Which indicate there is statistical significant relation between social factors and career development and the lower bound of confidence interval show that .045 with an un-standardized coefficient of 0.146. Finally the effect of personality factor on hospitality core employees' career development is searched out from its result of regression analyses. Personality factor based on response of employees questioner as it is scaled with an aggregate mean of value of 3.535 and from regression table the p-value for social factors is 0.020, which is less than 0.05. Which indicate there is statistical significant relation between social factors and career development and the lower bound of confidence

interval show that .013 with an un-standardized coefficient of 0.077. So from the above finding social and personality factor are play a significant role on career development

Main theme of this comprehensive study is to explore the important determinants factors that benefits employees in career development. Employees will get aware about the importance of these essential determinants. This will help them in their career development and get the chance to focus on identified factors in this process. This study helps employees to perform right tactics in an organization for career progression. The findings of this study suggest that social and personal factors are important determinants as compared to organizational traits for career development. These identified factors indicate that employees should devote attention on these determinants to get progression in career.

### **5.3. Recommendation**

#### **5.3.1. For hospitality Employees**

These three variables as they are significantly correlated should be given more importance by hospitality executive. For example the employees should be provided feedback about their performance and a facilitating environment (e.g. training) should be provided for employees to move onto higher positions. Employees should identify such factors to mitigate those barriers that restrict them from career development and keep them well informed about the key indicators for promotion to desire positions. This study could be beneficial for hotel managers, supervisors, trainers, and human resource developers to assist employees' career development. Employees should learn how to have systematic, critical thinking and to make use of the role models in the work environment. So as to build confidence and assertiveness training as well as the provision of management skills, to accelerate upward managerial mobility and career life planning skills. Employees have to be oriented about that career development is view as a life-long process in which individuals will often have multiple jobs and may switch career in those short career ladder jobs.

Management should develop and/or promote a mindset of continues learning through on job training and built better communication among themselves so as to create better working environment through achievable career development .

### **5.3.2. For Researchers**

Another important suggestion that can be derived from these findings is that, the result of this study contributes to career development literature. The link among social organizational and personality factor with career development in hospitality were neglected in the literature. There was no previous study targeted their effect in a single research in hospitality industry in Ethiopia. This study has also used established scales derived from the literature; however cultural differences might affect the validity of dimensions. Therefore in the future quantitative studies in the subject matter would be in a better position if supported by qualitative enquiry employed in different cultural backgrounds and different types of star rated hotels so that more valid scales might be used.

Feathers research has to be conducted taking the independent factor such as demographic factor, length of service in the organization as well as in the hospitality industry and educational qualification with career development as dependent factor.

### **5.3.3. For other stockholders**

Another suggestion that might be offered based on the findings is that students of tourism and hospitality management should get familiar with the basic dominant factors of career development so as they can act accordingly and additional seminars can add during their education. Hospitality is an applied industry, most executives had to work in various lower rank positions to acquire additional knowledge and skills to be promoted as managers. Therefore by inviting those role models to universities, vocational schools and organizing seminars would create more realistic expectations on the students' side. Satisfaction is a function of confirmation of expectations, thus this would reinforce the idea that executive positions need experience. The students then would better be committed to their careers and be more demanding from their organizations.

### **5.3.4. For Hotel owners**

Hotel owners must understand how the labor market is monitor and drive within their hotel so as their hotel will create well balanced good working environment.

### **5.3.5. For policy makers**

It is very important for policy makers to be acquainted how hotel employees labor behaviors looks like so as to act accordingly

### **5.4. Recommendation for future research**

The study investigated three determinants that might affect the career development. Some other factors like cultural differences, demographic characteristics like gender, experience, age and emotional intelligence attributes can be included for future investigations. This study is entirely focusing on employees' perspective. Some traits related to employer and organizational structure, are potential areas to be investigated. This study is limited to the employees' perceptions working in the 5 star hotels in Addis Ababa, so the results are not generalizable to whole hospitality industry.

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# APPENDICES

ADDIS ABABA UNIVERSITY

COLLEGE OF DEVELOPMENT STUDIES

DEPARTMENT OF TOURISM DEVELOPMENT AND MANAGEMENT

## Questionnaire to be completed by Hotel Employees

Dear Sir/Madam

I am a graduate student at Addis Ababa University, Program of Tourism Development and Management. I am conducting a study on *Determinants of skilled hotel employee's career development, the case of five star hotel employees in Addis Ababa, Ethiopia*. To this end, questionnaire will be used to gather data for the study purpose. The outcome of this research will help the employees to address their concern on the above employees attributes to the concerned bodies. This research will give some concepts to you and your organization to shape up the overall employee management relationship to right track. Therefore, I would kindly ask you to take some 20 minutes of your time to fill these questioners. Your participation is on a voluntary basis. Your identity will be anonymous, and the data will be used **EXCLUSIVELY** and **CONFIDENTIALY** for this research purpose. Your help will greatly contribute to this study.

**Thank you very much for your participation.**

Sincerely,  
Zemenu Yohannes

**Part-I: Demographic characteristics of respondents. (Gender, Age, Marital states & Work experiences).Please tick on answer of your choice.**

1) Gender

A) Female \_\_\_\_ B) Male \_\_\_\_

2) What is your age in years?

A) 18—24 \_\_\_\_ B) 25—35 \_\_\_\_ C) 36— 45 \_\_\_\_ D) above--46 \_\_\_\_

3) In which department do you currently work?

A) Food and Beverage \_\_\_\_\_ C) Front office \_\_\_\_\_

B) Housekeeping and Laundry \_\_\_\_\_ D) Human Resource \_\_\_\_\_

E) Other, please specify \_\_\_\_\_

4) Working Hour Shift

A) Morning \_\_\_\_\_ B) After Noon \_\_\_\_\_ C) Night Shift \_\_\_\_\_

D) Rotating Shift \_\_\_\_\_ E) Full day \_\_\_\_\_ F) Morning &Afternoon (split) \_\_\_\_\_

5) Marital status.

A) Single \_\_\_\_ B) Unclassified \_\_\_\_ C) Married \_\_\_\_

D) Widowed \_\_\_\_ E) Divorced \_\_\_\_\_

6) What is your highest level of education you have achieved?

A) Up to high school \_\_\_\_\_ B) Diploma/Certificate (technical/professional) \_\_\_\_\_

C) First Degree \_\_\_\_\_ D) Second Degree \_\_\_\_\_ E) other (specify) \_\_\_\_\_

7) How many years did you work in this Hotel?

A) Up to 1 year \_\_\_\_ B) 2 Up to 5 years \_\_\_\_ C) 6 Up to 10 years

D) 11 Up to 15 years \_\_\_\_\_ E) 15 above (please specify) \_\_\_\_\_

8) How many years did you work in the profession?

A) Up to 1 year \_\_\_\_ B) 2 Up to 5 years \_\_\_\_ C) 6 Up to 10 years \_\_\_\_\_

D) 11 Up to 15 years \_\_\_\_ E) Above 15 years (please specify) \_\_\_\_\_

9) How long have you been working in your current position?

A) Up to 1 year \_\_\_\_ B) 2 Up to 5 years \_\_\_\_\_ C) 6 Up to 10 years \_\_\_\_

D) 11 Up to 15 years \_\_\_\_\_ E) A above 15 years (please specify) \_\_\_\_\_

**Part II: Determinants of career development**

Please read each of the following statements about your hotels working environment and you are asked on five-point scale to rate your level of agreement. If you don't have enough information to give your opinion about a statement, fill in the box under the "DON'T KNOW" column. Please mark **ONE**, best response to each statement below.

1. **Strongly Agree** 2. **Agree** 3. **Don't know (neutral)** 4. **Disagree** 5. **Strongly Disagree**

Item	Statement	1	2	3	4	5
<b>Questions related to career development and its relationship with Organizational Factor.</b>						
1	Our hotel has developed a culture that inform employees about the operation of the day.					
2	Our hotel supervisor and subordinate have very good relationship for achievement of objective.					
3	Our hotel let me to be more involved in decision making.					
4	My supervisor gives me a lot of support for my and organizational goal achievement through mentoring and coaching.					
5	I have enough information to do my job.					
6	In my job I am treated as responsible important person.					
7	I don't believe there is too much pressure in my job.					
8	I believe that too much work is expected of me.					
9	My job is important to me.					
10	The company provide me opportunity to train in different departments in our hotel.					
11	The training I have received for my job is adequate.					
12	Our hotel has clear training and development policies and implemented accordingly.					
13	My performance have a value for success of the hotel.					
14	I perform work that is meaningful.					

15	I receive information on training and development opportunities.					
16	Our hotel post employee of the month in internal announcement board and certify employee.					
17	Our hotel has well refined procedure and standard to acknowledge a good performance of its employee.					
18	I have pleasant work environment (working condition).					
19	I have strong relationship with people working with me.					
<b>Questions related to career development and its relationship with Social Factor.</b>						
1	Our hotel has a culture that encourage employees to support each other.					
2	Our hotel arrange annual picnic or parties' get- together for all employees.					
3	My salary support all my families' expense and social affairs.					
4	My family helps me in my job and career.					
5	I have pleasant work- life balance.					
6	I have been enjoying spending time with my colleges at hotel and outside of the hotel					
<b>Questions related to career development and its relationship with Personality Factor.</b>						
1	I like to do challenging works.					
2	I am sociable enough to share my idea with others and work in team.					
3	I love my job in hospitality (hotel) industry than other.					
4	My supervisor support me in my future career development.					

<b>Questions related to factor affecting Career Development.</b>						
1	Our hotel let subordinate to participate in the staff review and development scheme.					
2	Career development opportunities are adequately distributed.					
3	Promotions are from within when appropriate.					
4	The hotel supports my personal growth.					
5	I am satisfied with the progress I have made toward meeting my goals for income.					
6	I am satisfied with the progress I have made toward meeting my goals for advancement.					
7	I am satisfied with the progress I have made toward meeting my overall career goals.					
8	I have opportunities to develop my skills and knowledge.					
9	Those employees who successfully undertake career development programs are given additional responsibilities.					
10	I feel employees are provided with equal opportunities to fulfill their career potential in this hotel.					

***Part II: Interview Questions to Human Resource Management personnel's.***

- 1) *Did you have training & development policy in your hotel?*
- 2) *Did you address your career development policies and procedures to your employees?*
- 3) *Did you train your staff?*
- 4) *Will you share me your hotel staff training & development practice?*
- 5) *What looks like your training and development schedule?*